



DATE:

27 June 2025

TRANSMITTAL TO:

Mr. Benson Medina, Director
Department of Research & Development
County of Hawaii
25 Aupuni Street, Suite 1301
Hilo, Hawaii 96720

VIA EMAIL TO:

chresdev@hawaiiicounty.gov

SUBJECT:

RD.1) COMMUNITY PLANNING

**Community and Economic Development, Community Engagement,
Culture and Indigenous Data Science, Strategic Planning, Sustainability
Systems
Fiscal Year 2025-2026**

TRANSMITTAL:

Statement of Qualifications (pdf copy)

MESSAGE:

Dear Members of the Selection Committee:

In response to the 1 June 2025 "Notice to Providers of Professional Services" announcement posted on the State of Hawaii Procurement website, SSFM International, Inc. (SSFM) is very pleased to present this letter of interest and our *Statement of Qualifications* for Community Planning (Community and Economic Development, Community Engagement, Culture and Indigenous Data Science, Strategic Planning, Sustainability Systems) services.

SSFM INTERNATIONAL, INC.

Michael P. Matsumoto, PE, SE, FACEC
President / CEO

SSFM INTERNATIONAL, INC.

Austen Drake, PE, LEED GA
Manager, Hilo Office

STATEMENT OF QUALIFICATIONS

Department of Research and Development
Fiscal Year 2025-2026

RD.1) Community Planning (Community and Economic Development, Community Engagement, Culture and Indigenous Data Science, Strategic Planning, Sustainability Systems)

27 June 2025

SUBMITTED TO:

Mr. Benson Medina, Director
Research & Development
County of Hawaii
25 Aupuni Street, Suite 1301
Hilo, Hawaii 96720

VIA EMAIL:
chresdev@hawaiicounty.gov



SUBMITTED BY:

SSFM International, Inc.
99 Aupuni Street, Suite 220
Hilo, Hawaii 96720
(808) 933-2727
www.ssfm.com

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County of Hawaii
Department of Research & Development
STATEMENT OF QUALIFICATIONS
Fiscal Year 2025-2026

#1: **Expression of Interest Letter**



RD.1) COMMUNITY PLANNING
(Community and Economic
Development, Community
Engagement, Culture and
Indigenous Data Science, Strategic
Planning, Sustainability Systems)

27 June 2025

Mr. Benson Medina, Director
Department of Research & Development
County of Hawaii
25 Aupuni Street, Suite 1301
Hilo, Hawaii 96720

EXPRESSION OF INTEREST

Subject: **RD.1) COMMUNITY PLANNING
Community and Economic Development, Community Engagement, Culture
and Indigenous Data Science, Strategic Planning, Sustainability Systems
Fiscal Year 2025-2026**

In response to the 1 June 2025 “Notice to Providers of Professional Services” announcement posted on the State of Hawaii Procurement website, SSFM International, Inc. (SSFM) is very pleased to present this letter of interest and our *Statement of Qualifications* for Community Planning (Community and Economic Development, Community Engagement, Culture and Indigenous Data Science, Strategic Planning, Sustainability Systems) services.

SSFM has a demonstrated track record of successful projects with the County of Hawaii and we view our relationship as a long term partnership. We wish to continue to be a part of the programs and projects of your Department. We have extensive experience with the preparation of environmental assessments in Hawaii. In addition, our experience with environmental assessment preparation will be a proven asset to assignment within your Department.

Your consideration of SSFM International, Inc. for your Fiscal Year 2025-2026 projects will be greatly appreciated.

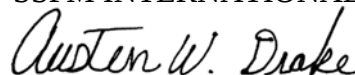
With warmest regards,

SSFM INTERNATIONAL, INC.



Michael P. Matsumoto, PE, SE, FACEC
President / CEO

SSFM INTERNATIONAL, INC.



Austen Drake, PE, LEED GA
Manager, Hilo Office

County of Hawaii
Department of Research & Development
STATEMENT OF QUALIFICATIONS
Fiscal Year 2025-2026

#2:

Name of Firm, Principal Place of Business, & Location of All Offices



RD.1) COMMUNITY PLANNING
(Community and Economic
Development, Community
Engagement, Culture and
Indigenous Data Science, Strategic
Planning, Sustainability Systems)

Name of Firm

SSFM International, Inc.

Office Locations

Main Office

Iwilei Business Center
501 Sumner Street, Suite 620
Honolulu, Hawaii 96817
Phone: (808) 531-1308
Fax: (808) 521-7348
Email: mmatsumoto@ssfm.com

Maui Office

82 Pulehu Place, Suite 201
Kahului, Maui, Hawaii 96732
Phone: (808) 244-7630
Fax: (855) 329-7736
Email: ematsuda@ssfm.com

Hilo Office

99 Aupuni Street, Suite 220
Hilo, Hawaii 96720
Phone: (808) 933-2727
Fax: (855) 329-7736
Email: adrake@ssfm.com

Kauai Office

3-3215 Kuhio Highway, Unit 106
Lihue, Kauai, Hawaii 96766
Phone: (808) 245-3075
Fax: (855) 329-7736
Email: ggokan@ssfm.com

Guam Office

Ixora Industrial Park
215 Rojas Street, Suite 213
Harmon, Guam 96913
Phone: (671) 646-7736
Fax: (671) 300-7738
Email: jduenas@ssfm.com

Manila Office

Robinsons Cybergate 3, 8th Floor
Pioneer Street, Mandaluyong City
Metro Manila 1554, Philippines
Phone: +63 (2) 439-2988
Email: jmorales@ssfm.com

Okinawa Project Office

Sunflower Bldg. #201
2-19-9 Chatan, Chatan-cho,
Nakagami-gun
Okinawa 904-0116, Japan
Phone: +81 (98) 923-4471 O
Email: mmatsumoto@ssfm.com

SSFM's Core Services

- | | |
|--|----------------------------------|
| ✓ Program Management | ✓ Construction Management |
| ✓ Project Management | ✓ Civil Engineering |
| ✓ Community Planning | ✓ Traffic Engineering |
| ✓ Master Planning | ✓ Structural Engineering |
| ✓ Special Area Studies for Complete Streets | ✓ Special Inspections |
| ✓ Environmental Assessments & Impact Statements | ✓ GIS Programming |

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County of Hawaii
Department of Research & Development

STATEMENT OF QUALIFICATIONS
Fiscal Year 2025-2026

#3:

Age of Firm & Average Number of Employees Over the Past 5 Years



RD.1) COMMUNITY PLANNING
(Community and Economic Development, Community Engagement, Culture and Indigenous Data Science, Strategic Planning, Sustainability Systems)

AGE OF FIRM

SSFM International, Inc. is a 100% employee-owned company founded in 1959 currently providing professional project management, planning, civil engineering, traffic Engineering, structural engineering, and construction management services in the State of Hawaii and the Pacific/Asia Region.

We have been in business in the State of Hawaii for over 66 years.

AVERAGE NUMBER OF EMPLOYEES FOR THE LAST 5 YEARS

<u>YEAR</u>	<u>NUMBER OF EMPLOYEES</u>		
2024	211		
2023	205		
2022	197		
2021	204		
<u>2020</u>	<u>206</u>		
Total	1,023		
Average	1,023/5	=	205 employees per year

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County of Hawaii
Department of Research & Development
STATEMENT OF QUALIFICATIONS
Fiscal Year 2025-2026

#4: Education, Training, & Qualifications of Key Members of the Firm



RD.1) COMMUNITY PLANNING
(Community and Economic
Development, Community
Engagement, Culture and
Indigenous Data Science, Strategic
Planning, Sustainability Systems)



SSFM International

EDUCATION

B.S., Civil Engineering,
University of Hawaii,
1967

M.S., Civil Engineering
(Structures Specialty),
University of Illinois,
1968

REGISTRATION

Hawaii, Structural
Engineering #2974-S

CNMI, Structural
Engineering #209

Guam, Civil Engineering
#843

CNMI, Civil Engineering
#196

Michael P. Matsumoto, PE, SE, FACEC President/CEO

Mr. Matsumoto is currently a principal and President/CEO of the firm. He is responsible for firm-wide management and oversees the firm's technology strategy and operations. He is a trained organizational and technical peer reviewer and has conducted numerous peer reviews of engineering firms for the American Council of Engineering Companies, the Council of American Structural Engineers, and the Structural Engineers Risk Management Council.

REPRESENTATIVE PROJECT EXPERIENCE

- Interstate H-1 Keehi Interchange Viaduct Structure and the Mauka and Makai Frontage Roads from Puuloa Road to Moanalua Stream, Honolulu, Hawaii
- Interstate H-1 Pearl Harbor Interchange, Structures 1 thru 6, Honolulu, Hawaii
- The Queen Emma Tower for the Queen's Medical Center, Honolulu, Hawaii
- The Kaiser Honolulu Clinic for the Kaiser Permanente Health Systems, Honolulu, Hawaii
- The Hafadai Beach Hotel 18-Story Tower, Saipan, Commonwealth of the Northern Mariana Islands
- The Four Seasons Resort, Wailea, Maui, Hawaii
- The Trellis Towers Condominium, Singapore
- Honolulu Resource Recovery Facility (HPower) at Campbell Industrial Park, Oahu, Hawaii
- Kakaako Elderly Housing Project (28 story parking, office, and apartment building), Oahu, Hawaii
- Interstate H-2 Waiawa Interchange (Structures #13 through #16), Oahu, Hawaii
- Engine Generator Repairs for Subic Bay Power Plant, Republic of the Philippines
- Ten Story Hotel Addition & Renovation to the Saipan Grand Hotel, Saipan, CNMI
- First Hawaiian Bank and Office Building, Guam
- Modifications to the Piti Power Plant, Guam

PROFESSIONAL AFFILIATIONS

- Lambda Alpha International
- Design Professionals Risk Control Group
- American Council of Engineering Companies
- Chi Epsilon (National Civil Engineering Honor Society)
- Council of American Structural Engineers
- Design-Build Institute of America
- Prestressed Concrete Institute
- Society of American Military Engineers
- Structural Engineers Association of Hawaii
- Structural Engineering Institute, Board of Directors (1997-2004)



SSFM International

EDUCATION

B.S., Civil Engineering,
University of Texas at
Arlington, 2003

REGISTRATION

Hawaii, Civil
Engineering #C-13059,
2008

Texas, Professional
Engineer #100187, 2007

Austen Drake, PE, LEED GA

Manager, Hilo Office | Senior Civil Engineer

Mr. Drake is the Manager and Lead Civil Engineer in SSFM's Hilo Office. He is a Project Engineer responsible for planning and design for a wide variety of civil engineering projects on the Island of Hawaii and other geographic areas where SSFM currently provides planning and engineering services.

REPRESENTATIVE PROJECT EXPERIENCE

- Project Engineer for the West Hawaii Civic Center project. This was a design-build project for a new Civic Center consisting of eight (8) office buildings and one (1) parking garage on the 7 acre parcel located at the corner of Kealahou Parkway and Ane Keohokalole Parkway in Kailua-Kona Hawaii. Estimated construction cost \$52 million.
- Māmalahoa Highway Bypass Road and Nāpō'opo'o Road Māmalahoa Highway Intersection Improvements. Project Manager. SSFM provided Civil Engineering services to revise, update, and repackage the previously approved Plans, Specifications and estimates (PS&E) for the portion of the Māmalahoa Highway Bypass from Halekii to Nāpō'opo'o, as well as the Nāpō'opo'o Intersection PS&E. The Māmalahoa Highway Bypass work included updating the topographic survey for construction previously performed, updating earthwork quantities, revising drainage details, adding an alternative pavement section for concrete, and adding additional improvements to accommodate property owners. The Nāpō'opo'o Intersection work included that above in addition to revising the intersection geometry to increase left turn storage. Estimated construction cost \$25.5 million.
- Kapi'olani Street Extension, Lanikaula Street to Mohouli Street. Hilo, Hawaii. Project Manager. SSFM provided Environmental Documentation, Preliminary Planning and Design, and Final Design services. The Project consists of extending the existing Kapi'olani Street from Mohouli Street to Lanikaula Street. Project deliverables include an Environmental Assessment, Preliminary Engineering Reports and Plans, and Construction Drawings. Estimated construction cost \$13 million.
- Keahuolu Phase 0 Roadway and Promenade Design. Kailua-Kona, Hawaii. Project Manager and Lead Civil Engineer. SSFM provided Environmental Documentation and Design services. Phase 0 of the project provides a new roadway, three new entrances to Kailua District Park, and a pedestrian and bike promenade. The improvements support the Kailua District Park and the Queen Lili'uokalani Trust Master Plans and include new pavements, raised sidewalks, shared use path, drainage improvements, intersection improvements, street lighting, landscaping, and new utility lines. Estimated construction cost \$5 million.
- Kohala Ranch Community Association Pavement Assessment. Kohala, Hawaii. Project Manager/Project Engineer. SSFM performed a pavement inventory and provided pavement preservation plan recommendations. The Project consists of inventorying approximately 22 miles of roadway, identifying candidates for pavement preservation, evaluating treatment options and providing opinion of probable costs for various options. Estimated construction cost \$500,000



SSFM International

AREAS OF SPECIAL COMPETENCE

Project Management

Community Relations and Outreach

Communications

Jo-Anna Herkes

Business Development Manager

Ms. Herkes is A Business Development Leader for Hawaii Island. She also serves as a Senior Project Manager on a wide cross section of projects for private corporations and public agencies. Ms. Herkes has over 35 years of professional experience in corporate management and fund raising, development of community relations and outreach programs, project liaison to community organizations, community leaders, neighborhood boards, business organizations, individual organizations and stakeholders.

REPRESENTATIVE PROJECT EXPERIENCE

- Project Manager for Primary Corridor Bus Rapid Transit (BRT) FEIS Preliminary Engineering Design, Honolulu, Hawaii. Project included the preliminary engineering for the In-Town route over 13 miles of road in Honolulu. The total construction cost for this project is at \$356 million.
- Community Outreach for Keaau-Pahoa Road Improvements project on the island of Hawaii. The State Department of Transportation (DOT), has proposed this project to address the heavy traffic congestion which currently occurs along the corridor between Keaau and Pahoa. Project included preparation of an Environmental Assessment report in compliance with NEPA and Title 11, Chapter 200, HRS for the widening and improvement of the existing highway. Length of the Highway study area approximately 10.5 miles.
- Community Outreach for the Paia Bypass project on the island of Hawaii. The State Department of Transportation (DOT) in association with the Federal Highways Administration (FHWA), are proposing Highway Improvements and Alternate Road to serve the Paia community.
- Project Trainer for the Emergency Response Plan, Department of Water, County of Kauai, Hawaii. This project involved the preparation of an Emergency Response Plan pursuant to the Public Health Security and Bioterrorism Preparedness and Response Act of 2002. The total project cost of \$142,875.
- Project Manager for the Sandwich Isles Communications Fiber Optic Ductline project. This project involves the design and construction of approximately 325 miles of fiber optic ductlines connecting Hawaiian Homelands throughout the State. Major responsibility for plan approval and permitting process with State, County and Federal regulatory agencies is a essential and crucial component with meeting construction schedule. The total construction cost of this project is estimated at \$700 million.
- Project Manager for the State of Hawai'i, Department of Education's Whole School Classroom Renovation for Hawai'i schools, including Kea'au Middle, Wai'akea High, Hilo Union, Hilo Intermediate, Haaheo Elementary, Lāupahoehoe High & Elementary, Honoka'a Elementary, and Kohala Middle. The projects typically involve interior and exterior painting; replacement of flooring, windows and doors; replacement of marker boards and tack boards; miscellaneous carpentry repairs; restoration of restrooms. \$17.7M



SSFM International

EDUCATION

B.A., Colby College,
(1970)

Masters in City
Planning, Harvard
University (1975)

Ph.D. in Planning,
University of Hawaii
(2009)

REGISTRATION

Fellow, American
Institute of Certified
Planners

Cheryl D. Soon, Ph.D., FAICP

Transportation Practice Leader | Senior Planner

Ms. Cheryl Soon is a senior planner with extensive national and Hawaii experience in both public and private sectors. Cheryl has a track record for quality, timeliness, being on-budget, and repeatedly exceeding expectations. Her work has won several awards and she is distinguished as a Fellow in the American Institute of Certified Planners, the highest honor available for a professional planner.

REPRESENTATIVE PROJECT EXPERIENCE

- Kalanianaʻole Highway Improvements in Waimānalo, Phase 1, Olomana Golf Course to Vicinity of Poalima Street, Waimanalo, Honolulu, Hawaii. Planner. Roadway improvements along this 0.84 mile section includes: field investigations, coordination with various agencies, preparation of reports and various analysis, design and public informational meetings. Total estimated construction cost \$9.4M.
- Keaau-Pahoa Road Improvements, Keaau to Pahoa, Hawaii. Project Planner and Manager for the. The Planning component of this project was designated by HDOT to be conducted under the guidelines of a context sensitive solutions process, one of the first for the State. Project also includes preparation of an Environmental Assessment report in compliance with NEPA and Title 11, Chapter 200, HRS for the widening and improvement of the existing highway. Length of the highway study area approximately 10.5 miles.
- Feasibility Study for a New Mauka Road from Lihue to Hanamaulu on the Island of Kauai. Project Manager. Tasks included preparing sub area circulation analysis, functional classification study and alignment options.
- Interstate Route H-1 Corridor Study, Island of Oahu. Project Manager. Identify and assess feasibility of future options to increase capacity, improve safety and provide for demands. Includes an assessment of parallel and connecting facilities.
- Development of an Outreach and Education Program Plan, State of Hawaii, Department of Defense. Project Manager. Support to State of Hawaii in its consultation with national FirstNet system for 800 Mhz communications spectrum devoted to public safety. Work involves formation of a governance system, technical systems coordination to assemble assets data, outreach and education.
- Honolulu Complete Streets project. Principal in Charge. Includes preparation of a Design Standards Manual, implementation of designs for up to twenty sites, training and outreach.
- Hawaii County Complete Streets Program and Downtown Hilo Mobility Study. Project Manager. Includes preparation of a multi-modal plan for downtown Hilo with parking, circulation, transit, pedestrian, and bicycle elements. Also includes preparation of a program and manual to implement the County Complete Streets Policy.
- Update of the Lihue Development Plan. Project Manager. Lihue is most populated district on the Island of Kauai. Assessed infrastructure and landowner plans in relation to future growth potential. Developed policies for achieving sustainability, smart growth, connectivity, and walkability objectives.



SSFM International

EDUCATION

Master of Urban and Regional Planning, University of Pennsylvania, 1994

B.A., Architecture, Auburn University, Minor in Philosophy, 1991

Certificate, Real Estate Institute, New York University, 2000

REGISTRATION

American Institute of Certified Planners (AICP), #098358 (1998)

April Surprenant, AICP

Senior Project Planner | Manager, Strategic Services Group

April is the Manager of SSFM's Strategic Services Group and a senior planner with more than twenty years of experience in community and environmental planning in Hawaii. She is passionate about creating better places and people through building community and making improvements to the built environment. April's experience has encompassed long-range policy planning, land use and development, climate change adaptation, disaster resilience, placemaking, multimodal transportation, community based economic development, renewable energy, infrastructure planning, affordable housing, natural and cultural resources, and more.

PRIOR EXPERIENCE

- County of Hawaii Planning Department. Planning Manager. 2010-2025. Manager of the Long Range Planning Division covering infrastructure planning, community planning, and natural and cultural resources planning; accountable for implementation of General Plan and all long range plans; served on the Recovery Leadership Team and Recovery Task Force; managed the Coastal Zone Management grant program and served on the Ocean Resources Management Plan Policy Committee; managed the County Board of Appeals; County representative on the State Transit Oriented Development Council and on the State Climate Change Migration and Adaptation Commission.
- County of Hawaii Planning Department. Deputy Planning Director. 2019-2020. In partnership with the Planning Director, managed the department including collaborating with the Mayor's Office, County Council, and other departments, supervised division managers and guided division initiatives; represented the department on State Land Use Commission petitions; collaborated with developers on proposed plans, distinguished challenges, and identify potential solutions to streamline the entitlement and permit process.
- University of Hawaii Hilo, Geography Department. Faculty Lecturer. 2011-present. Geography 340: Introduction to Land Use with themes that include the evolution of human settlement patterns, land use planning and regulations, history of court decisions, and decision making in consideration of social values and cultural traditions; Geography 440: Community Planning covers the values and concepts of community planning and engagement, long-range planning and processes, and sustainable development principles. Both courses are required for the UHH Geography Planning Certificate Program.
- NRT/Coldwell Banker/The Condo Store. Principle Broker. 2005-2007. Established the first Nevada office for NRT, managed existing projects, created budget reports, led weekly meetings with developer boards and sales teams, directed marketing campaigns, trained real estate agents, and interacted with County on Condo Map filing requirements.
- Judd S Meltzer Co. Senior Broker & Office Manager. 2000-2004. Responsible for commercial real estate leases for clients including zoning/city planning issue resolutions, negotiations with tenant/landlord teams and legal representation; responsible for review of financial models and presentation of feasibility studies, and design and space planning consultation.



SSFM International

EDUCATION

Master of Community and Regional Planning, University Oregon

Master of Nonprofit Management, University Oregon

Bachelor of Spanish Studies and Geography, Lancaster University

REGISTRATION

American Planning Association, American Institute of Certified Planners #34116

Oliver Lau, AICP Project Planner

Oliver has over 5 years of experience providing community, transportation and climate and resilience planning in Hawaii, on the U.S. mainland, and across the Pacific. He is a systems thinker who is passionate about reaching planning solutions informed by robust public engagement supported by data analysis. He has worked with a wide range of clients from small rural communities to large federal agencies. Through this experience he has developed skills in geographic information systems, technical writing, graphic design, and virtual and face-to-face meeting facilitation.

REPRESENTATIVE PROJECT EXPERIENCE

- Maui County Bicycle and Pedestrian Route Development and Wayfinding Project, Kahului, Maui, Hawaii. Planner. Creation of a wayfinding signage design manual for County of Maui that included customizable elements for each community. Pilot project explored implementation in Kahului. Responsible for GIS mapping, creation of pilot project report in Adobe InDesign, community outreach including multiple public and stakeholder meetings (online, Miro software, and Zoom).
- HDOT Highways Resiliency Project, Maui and Hawai'i Islands, Hawai'i. Planner. SSFM provided planning services for the assessment of two routes, route 310 on Maui and route 319 on Hawai'i.
- Lower Honoapi'ilani Highway Complete Streets, Lahaina, Maui, Hawaii. Planner. SSFM provided civil, structural and traffic engineering design services, and environmental permitting for the assessment of Lower Honoapiilani Highway complete streets related requirements and needs. SSFM conducted outreach with residents and stakeholders and provided final recommendation on design parameters for the project.
- Pulelehua Park Site Study, Maui, Hawai'i. Planner. Provided proposal support to develop a site selection study for the Proposed Pulelehua County Park in West Maui. Project included development of a site investigation to identify potential environmental and cultural conditions to be mitigated in advance of development of a master plan.
- Lower Main Resurfacing, Wailuku, Maui, Hawai'i. Planner. Provided environmental permitting support to the resurfacing and road diet project for Lower Main Street in Wailuku. Permitting included federal permits for Section 106, NEPA Categorical Exclusion, Section 7, and county permits for Special management area, HRS 343, HRS 6E and HRS 195d.
- Ke'eaumoku Complete Streets, Honolulu, Oahu, Hawaii. Planner. Helped with the redesign of Ke'eaumoku Street between Wilder Ave and Kapi'olani Blvd to include all modes of travel including protected bike lanes and improved pedestrian safety. Responsible for design input and community outreach.
- Adapt Waikīkī 2050, O'ahu, Hawai'i. Planner. SSFM provided planning services to support the outreach component of the Adapt Waikīkī 2050 plan. The objective of the project was a mid to near term review of design guidelines for the Waikīkī Special District that can identify immediate actions and future steps to mitigate the impact of sea level rise in Waikīkī.



SSFM International

EDUCATION

B.S., Biology, Southwest Texas State University (1998)

Masters of Applied Geography, New Mexico State University (2001)

TRAINING & CONTINUING EDUCATION

NEPA and HRS 343 Environmental Reviews

US Army Corps of Engineers Wetland Delineation

Wetland Plant Identification

US Army Corps of Engineers Section 404 Nationwide Permitting

Jennifer Scheffel

Senior Environmental Planner

Jennifer has 20 years of experience in environmental planning and project management. Experience includes public involvement, environmental documentation, and permitting for the energy sector (including renewable energy), transportation and transit, and Department of Defense projects (Air Force, Navy, and Marines) in Hawaii, Guam, the Commonwealth of Northern Mariana Islands, and the US mainland. Also experienced with environmental compliance during design, preconstruction, construction, and post-construction.

REPRESENTATIVE PROJECT EXPERIENCE

- Central Oahu Transportation Study. Senior Planner. Review of deliverables prepared by others and participation in Project Management Working Group meetings. Responsible for coordination of Community Meeting, including logistics, preparation of meeting materials, and meeting attendance.
- Kahekili Highway Improvements Environmental Assessment (EA). Senior Environmental Planner. Preparation of a Hawaii Revised Statutes (HRS) 343 and National Environmental Policy Act (NEPA) compliant EA for improvements along approximately 3.3 miles of Kahekili Highway from Haiku Road to the intersection with Kamehameha Highway on Oahu. Other tasks include managing sub-consultant conducting Archaeological Literature Review and Field Inspection and Cultural Impact Assessment.
- Paia Relief Route Project Environmental Impact Statement (EIS). Senior Environmental Planner. Preparation of a HRS 343 and NEPA-compliant EIS for a new road that would improve safety and provide traffic relief to the town of Paia, Maui by providing a bypass of the community for through traffic while enhancing conditions in Paia for visitors to the downtown area.
- Wailuku River Hydroelectric Plants Long-term Water Lease and Waiau Hydro Plant Repowering EA. Senior Environmental Planner. Preparation of a HRS 343-compliant EA to support Hawaii Electric Light Company's (HELCO) long-term water lease application to the Board of Land and Natural Resources (BLNR). In addition to the long-term water lease, HELCO proposes to repower the Waiau Hydro Plant in Hilo, Hawaii.
- Lower Paia Beach Park Parking Lot Design and Permitting. Senior Environmental Planner. Preparation of an Exemption Declaration under HRS 343 for paving and striping existing gravel parking lot, as well as adding lighting. Other tasks include preparation of a Special Management Area (SMA) Assessment application, Shoreline Setback Assessment application, and managing sub-consultant conducting Archaeological Inventory Survey.
- Waiakea Uka Master Plan Implementation, Waiakea Uka, Hilo, Island of Hawaii, Hawaii. Senior Environmental Planner. Preparation of a HRS 343-compliant EA to support the implementation of the County of Hawaii Department of Parks and Recreation's Waiakea Uka Community Center. The project included a new community center, additional parking, vehicular pattern modifications, realignment of the lower ball field, a new stand-alone restroom facility, and landscaping at Waiakea-Uka Park and Gymnasium.



SSFM International

Jorge Felix

Project Planner

Jorge has 16 years of professional experience in community and environmental planning. He has extensive experience in managing diverse projects, applying a broad range of qualitative and technical skills. He excels in comprehensive research, technical reviews, and using advanced platforms. His work ensures regulatory compliance and environmental planning. Additionally, he has conducted multi-disciplinary social, economic, and environmental studies, coordinated environmental projects, and collaborated with various local, state and federal agencies to conduct environmental analysis and contribute to transportation and transit strategies, sustainability plans, and a technical advisory committee. He has also provided crucial planning services to municipalities, prepared staff reports, managed permits, and coordinated technical studies and environmental documents.

EDUCATION

B.A. in Environmental Analysis and Design, University of California, 2002

Certificate in Transit Safety and Security Audit, Transit Safety Institute and U.S. Department of Transportation, 2019

Certificate in NEPA & Transportation Decision Making, National Highway Institute, 2013

Certificate in Beyond Compliance: Historic Preservation in Transportation Project Development, National Highway Institute, 2013

Certificate in Management of Transit Construction Projects, National Transit Institute and Federal Transit Administration, 2011

REPRESENTATIVE PROJECT EXPERIENCE

- Honolulu Rail Transit Project (H RTP), City and County of Honolulu, Environmental Compliance Manager. Managed the environmental compliance for the H RTP, a 20-mile, 21-station light-rail project. Responsible for ensuring compliance with all environmental commitments, including permit conditions, Final and Supplemental Environmental Impact Statements' commitments, and mitigation measures required by the Federal Transit Administration and Federal Aviation Administration Record of Decisions for the H RTP. Duties included conducting environmental analysis, preparing environmental documentations, securing approvals for project changes, and overseeing field inspections to ensure adherence to environmental commitments and regulations. Estimated Project Cost: \$12.45 billion.
- Honolulu Rail Transit Project, City and County of Honolulu, Final Supplemental Environmental Impact Statement / Section 4(f) Evaluation and Amended Record of Decision. Contributed to the preparation of the SEIS/ Section 4(f) to address the Judgment and Partial Injunction of the United States District Court for the District of Hawai'i in *HonoluluTraffic.com, et al., vs. Federal Transit Administration, et al.*, Civ. No. 11-00307 AWT. Estimated Project Cost: \$12.45 billion.
- City of Ontario Redevelopment Agency Environmental Impact Report for Amendment No. 7 to the Cimarron Redevelopment Project. Supervised the physical collection and analysis of property data and assisted in the preparation of an EIR for an Amendment to the Cimarron Redevelopment Project Area Plan in the City of Ontario. The proposed amendment added more than 1,300 parcels to the redevelopment project area, with the goal of encouraging a more efficient utilization of the land within these areas.
- Various Southern California Cities: Banning, Huntington Park, Rancho Palos Verdes, and Westminster. As a contract planner, provided Planning Department relief by preparing staff reports, conducting field housing condition surveys, explaining ordinance provisions to residents and working the public counters. Additionally, managed permit applications, generated maintenance letters for non-compliance, and coordinated mediation meetings.



SSFM International

EDUCATION

B.A. Psychology,
University of Hawaii,
2003

M.S. School of Travel
Industry Management
Program, University of
Hawaii, 2011

Laurien Nuss

Project Planner

Laurien has 15 years of professional experience providing consulting and project management services for private, non-profit, philanthropic, and public sector organizations seeking innovative endeavors to transforming systemic inequity, strengthening community-led capacity & climate resiliency from the “inside out & roots up”. Since returning to her island home, the past 16 years have been dedicated to re-cultivating root relationships and weaving together her corporate, nonprofit, and government professional experience to be of service reshaping and redefining community wellbeing from a place-based, culturally-grounded perspective, centering socio ecological wellbeing.

REPRESENTATIVE PROJECT EXPERIENCE

- Hawai'i People's Fund Giving Project. 2020-2024. Co-developed and facilitated the experiential, 6-month collaborative program made up of a cross-class, multiracial cohort to develop a shared understanding of inequity and social justice in Hawai'i and collectively fund-shift resources to grassroots organizations through community-sourced grants, advocacy, and relationship building.
- Urban Sustainability Directors Network (USDN) NEXUS Framework Project. 2021-2022. Supported training facilitation and co-development of the NEXUS, a step-by-step guidance for local government practitioners to fundamentally transform the traditional approach to climate planning and practice through centering equity and shifting power to marginalized communities as part of the process.
- Hawai'i Community Foundation Equity Assessment & Professional Development. 2021-2022. Supported training facilitation and co-development of the NEXUS, a step-by-step guidance for local government practitioners to fundamentally transform the traditional approach to climate planning and practice through centering equity and shifting power to marginalized communities as part of the process.
- Honolulu Office of Climate Change, Sustainability, and Resilience. Climate Resilience and Equity Program Manager. 2019-2021. Facilitated access, agency, and advocacy with communities to increase participation and representation in programs, projects and policies throughout The Resilience Office's initiatives and the City and County of Honolulu.
- Sustainable Agriculture Education Association (SAEA) Conference + Youth Food Sovereignty Congress: Ho'ōla 'Āina O Mā'ilikūhāhi. Planning & Productions Director. 2018. Focused on indigenous knowledge, decolonization, socio-ecological resilience in agroecology and sustainable food systems education.
- Hawai'i Contemporary (previously the Honolulu Biennial Foundation). Director of Public Programming. 2017 & 2019. Provided educational and community engagement, public programming, capsule exhibitions, and creative sector development initiatives for the 3 month long contemporary art congress centering the Pacific.
- The ARTS at Marks Garage. Program and Community Curator. 2016-2018. Focused on place-making experiential design and community programming for the only non-profit community art center & event space in Honolulu.



SSFM International

EDUCATION

Master of Urban and Regional Planning, University of Hawai'i at Mānoa

Bachelor of Arts Anthropology, University of Hawai'i at Mānoa

Environmental Studies Certificate, University of Hawai'i at Mānoa

Alice McLean

Project Planner

Alice has 13 years of experience managing complex projects, engaging with stakeholders, conducting research and data analysis, and communicating effectively on a variety of platforms. She has experience working in collaboration across sectors to identify and implement community-based ecosystem restoration strategies.

REPRESENTATIVE PROJECT EXPERIENCE

- DPP North Shore Sustainable Communities Plan Update, O'ahu, Hawaii. Planner. SSFM was the prime consultant for the update of the City and County DPP's North Shore Sustainable Communities Plan. The plan established the vision, policies, and land use patterns for the North Shore Planning District through 2040 and beyond. It will be developed using an inclusive process that combines research and data collection with community input. The plan analyzed and addressed new and emerging policy issues including climate change and sea level rise, as well as economic and tourism implications from COVID-19.
- Analysis of Managed Retreat Strategies in Hawaii: Policy and Funding Opportunities and Challenges, Statewide. Planner. SSFM led a study analyzing policy and funding opportunities and challenges for implementing managed retreat in Hawaii. The study sought to identify needed changes to policies as well as financing and funding strategies to support managed retreat as part of climate adaptation in Hawaii. The policy, legal, and financial strategies were applied to case studies at Sunset Beach on Oahu and in West Maui.
- Ho'aloa Park Climate Adaptation Plan, Kahului, Maui. Planner. SSFM led project for the County of Maui Department of Parks and Recreation to develop a climate adaptation plan for a heavily used park in Kahului Harbor on Maui. The adaptation strategies were developed in close coordination with park users and other stakeholders, and will incorporate modeling of anticipated sea level rise, erosion, and other climate change-related impacts.
- Pūpūkea Marine Life Conservation District Act 31 Carrying Capacity Study, North Shore, Oahu. Planner. SSFM supported Mālama Pūpūkea Waimea with a study to evaluate visitor carrying capacity at the Pūpūkea Marine Life Conservation District (MLCD) and recommend short and long-term measures to protect and restore MLCD marine life and habitats. The project includes implementation and monitoring of pilot measures to control access, foot traffic, and other stressors on the MLCD environment.
- Adapt Waikīkī 2050, O'ahu, Hawai'i. Planner. SSFM provided planning services to support the outreach component of the Adapt Waikīkī 2050 plan. The objective of the project was a mid to near term review of design guidelines for the Waikīkī Special District that can identify immediate actions and future steps to mitigate the impact of sea level rise in Waikīkī.



SSFM International

EDUCATION

Masters Degree, Urban & Regional Planning, University of Hawai'i at Manoa, Honolulu, Hawaii, 2015

Bachelor of Landscape Architecture, Beijing Forestry University, Beijing, China, 2012

Lulu Chun

Graphic Designer

Lulu is a planner/graphic designer in our Strategic Services Group. She is highly skilled at producing graphic illustrations by using Adobe suites, ArcGIS, Sketchup or similar computer graphics to support work on transportation planning, urban design, and traffic engineering projects. With her background in urban planning and design, she understands how to transform ideas and information into clear visual communication to aid in people's understanding of complex planning concepts.

REPRESENTATIVE PROJECT EXPERIENCE

- Hawaii County Vision Zero Action Plan, Hawaii. Graphic Design. SSFM worked in cooperation with the local advocacy group PATH to create narrative and visual communication of data, including collision and fatality heat maps, infographics, and graphic template for the Vision Zero Action Plan. Lulu created the template for the plan and all the graphic representations of the crash data.
- County of Hawaii Complete Streets Program, Hawaii. Planner/Graphic Designer. The County of Hawaii contracted SSFM to support development of its complete streets program. This effort included the development of complete streets policy and design guidelines in the form of a Street Design Manual. Lulu created graphic illustrations and cross sections of context sensitive design treatments as well as the graphic template for the final report.
- Nuuanu/Liliha Complete Streets Project, Honolulu, Hawaii. Planner/Graphic Designer. This project identified complete street solutions to make the study area (along Nuuanu Avenue and Liliha Street) safer, inviting, and accommodating to all users. The project tasks included a transportation assessment, community engagement program, environmental review, and development of conceptual designs that will later be taken into full design and construction.
- Papa Avenue Complete Streets, Kahului, Island of Maui, Hawaii. Planner/Graphic Designer. The project involved the planning, outreach, and design of a collector road to reflect complete street and urban design principles that facilitate safe and efficient pedestrian, bicycle, and vehicle travel. Recommendations to mitigate the sight distance concern at the Lihikai Elementary School included improving the roadway layout.
- Hamakua Coast Corridor Study, Island of Hawaii. Planner. SSFM is responsible for the study of a 50-mile segment of Highway 19 (Hawaii Belt Road), from Mud Lane in Waimea to Wailuku Bridge in Hilo. Project included traffic congestion and operational analysis associated with the corridor. Completed the analysis of land use and regional connectivity through sustainable transportation such as bicycling and walking.
- Multimodal Bike Plan (Downtown Chinatown Complete Streets), Honolulu, Island of Oahu, Hawaii. Graphic Designer. SSFM developed a website, branding, and communications program for the newly established Complete Streets program as part of this project. This included the development of templates for collateral and presentations, as well as developing maps and graphics to depict complete streets improvements proposed for major streets and intersections in Downtown and Chinatown.



SSFM International

EDUCATION

M.A. in Urban Planning and Environmental Policy and Planning, Tufts University, 2013

B.S. in Finance and International Business, New York University, 2008

Janet Meinke-Lau

Project Planner

Janet has 9 years of professional experience in land use regulation in Oahu and two years of master planning experience in the Philippines. She is passionate about development being connected to community and improving the built environment to expand housing, mobility, and recreational opportunities. She has processed a variety of discretionary permits for the City and County of Honolulu and the State of Hawaii and has utilized her planning knowledge and experience to shape our communities be more equitable, environmentally sustainable, and well-designed.

REPRESENTATIVE PROJECT EXPERIENCE

- HDOT Highways Resiliency Project, Maui and Hawai'i Islands, Hawai'i. Senior Planner. The purpose of the project is to support the Hawaii Department of Transportation (HDOT) in exploring feasible alternatives to improve the resiliency of two routes identified as vulnerable to climate change exposure on Hawaii Island and Maui.
- East Kauai Community and Circulation Plan, Kauai, Hawaii. Senior Planner. SSFM supported the County of Kauai with preparation of the East Kauai Community and Circulation Plan (EKCCP). The first long-range comprehensive plan for the region, the EKCCP developed policy recommendations for land use, transportation, housing, urban design, climate adaptation, infrastructure, and other topics affecting the region. A series of technical studies and comprehensive community engagement program were included in the scope.
- Master Planning of Mt. Samat Shrine as a Flagship Tourism Enterprise Zone. Project Manager. Wrote the technical proposal during bid stage and made use of existing client relationship to win contract. Upon award of project, negotiated contractual terms.
- Master Planning of 366.70 Hectare National Bilibid Prisons Reservation Area. Project Manager. Addressed changing stakeholder demands and proposed various land use schemes. Managed presentations to then-Philippines Vice President Jejomar Binay.
- Master Planning of Rizal Park, Manila as a Flagship Tourism Enterprise Zone. Project Manager, Market Researcher and Finance Specialist. Conducted surveys and interviews with visitors and potential investors and analyzed results. Proposed eco-friendly park designs and programs. Determined financing structure and projected revenue streams, cash flow, net present value, rates of return, etc.
- Special District Design Guidelines for the Waikiki, Diamond Head, and Chinatown Special Districts in Honolulu, Oahu. Author. Update, rewrite and redesigned several of DPP's design guidelines which supplement and clarify the Land Use Ordinance Special District development standard requirements.
- Ward Neighborhood Master Plan (WNMP), Kakaako, Oahu. Project Manager. Responsible for reviewing WNMP (Ward Village) development proposals, zoning permits and building permits. Worked with landowner/developer to provide public amenities (e.g., parks and pedestrian-friendly streetscapes) and drafted the closing development agreement at the end of master plan period.



Heather Bartlett

Project Planner

Ms. Bartlett has over 5 years of experience providing community planning services in Hawaii and on the U.S. mainland. She is knowledgeable about research and data-driven approaches to inform creative problem solving. She excels in community engagement, connecting with stakeholders, and building relationships that bridge workgroups. Through these involvements she has developed skills in geographical information systems analysis, R, database management, responsive web development, collaborative project planning and implementation. She is a team motivator and effective communicator and above all, she has a passion to do good for the community she serves.

SSFM International

EDUCATION

Master in Urban Studies,
Portland State University
Toulon School of Urban
Studies and Planning

Bachelor in Quantitative
Economics, University of
Hawaii'i at Hilo, School of
Business and Economics

West Hawaii'i Community
College, School of Liberal
Arts Liberal

REPRESENTATIVE PROJECT EXPERIENCE

- County of Hawaii'i Zoning Code Update, Island of Hawaii'i, Hawaii'i. Planner. Participated in launching an initiative to perform a comprehensive update of the existing County of Hawaii'i Zoning & Subdivision Codes (Chapters 25 and 23) which had not been comprehensively reviewed since 1996 and 1993, respectively. Heather provided project outreach and logistical support for the initial round of four large community open house meetings that took place concurrently with two separate staff teams facilitating the events.
- Waimea Regional Safety Study, Waimea, Island of Hawaii. Planner. Community engagement process to discuss the draft environmental assessment for the project that would improve safety and operations and relieve congestions in the Waimea region. Tasks included planning, preparing for, and attendance at a public meeting. Estimated construction cost \$3 million.
- Hawaii'i County Community Planning Program, Hawaii Island, Hawaii. Planner/Lead. Co-managed, then later managed, a Community Planning engagement program for the Hawaii'i County Planning Department that involved providing administrative and planning support to various County Boards and Commissions, Action Committees. Provided advisory support for a broad range of community-driven implementation projects and actions across Hawaii'i County. Facilitated community meetings and maintained ongoing relationships with community stakeholders for various projects/interest areas. Drafted public relations pieces from email blasts, public letters, talking points, and press releases. Assisted in the conduct, design, and development of community planning projects through the analysis and application of social, economic, and physical data and reports. Estimated construction cost not applicable.
- Hawaii'i County General Plan, Hawaii Island, Hawaii. Planner. Was part of a team drafting the Hawaii'i County General Plan to evaluate and input new policy language during a Comprehensive Review. Organized and assisted in the facilitation of public open houses, charettes, meetings, and surveys. Conducted planning research and was engaged in work to draft and revise narratives and policy guidance. Estimated construction cost not applicable.



SSFM International

Laura Wisecup

Project Planner

Laura has 2 years of professional experience in in urban and transportation planning working for local governments in the States of North Carolina and Hawai'i. She is passionate about sustainable, equitable, and safe urban mobility exemplified through her professional work and academic research such as "Alert Eyes Save Lives" professional report and "Cycling For All" academic research. Ms. Wisecup has actively collaborated on various projects aimed at enhancing active transportation infrastructure such as a pedestrian and bicycle safety analysis, trail wayfinding, recreational waterways route planning, and grant applications to enhance walking and biking in communities. In addition, Ms. Wisecup leverages the use of Geographic Information Systems (GIS) in her work to analyze urban patterns and identify issues and areas of opportunity.

EDUCATION

M.S. in Planning and Development, East Carolina University, 2024

B.S. in Urban Planning, Universidad Simon Bolivar, 2020

REPRESENTATIVE PROJECT EXPERIENCE

- **Alert Eyes Save Lives: Pedestrian and Bicycle Safety Campaign.** Transportation Planner. Developed and implemented a comprehensive safety campaign addressing the rise in pedestrian and bicycle accidents in Jacksonville, NC. This project entailed a GIS-based crash data analysis to identify high-risk segments and intersections based on crash density and injury severity. A crash data GIS dashboard was also created to inform the public of areas of concern for pedestrian and bicyclists.
- **Paved Trails and Sidewalk Feasibility Study Grant Program.** Grant Writer. Led a grant application for the Jacksonville Urban Area Metropolitan Planning Organization to evaluate a 12.5-mile trail in Jacksonville, NC. The purpose of this grant was to help communities elaborate a feasibility study so bicycle and pedestrian projects can be prepared to receive federal funding. Social, environmental, and planning data was collected to showcase the importance of the project for the community.
- **Jacksonville Blueways Project.** Transportation Planner and GIS Mapping. The Jacksonville Blueways project goal was to promote recreational mobility on the New River in Jacksonville NC. The project involved mapping water trails, documenting access points and community facilities, and creating an interactive story map to guide residents and visitors.
- **City and County of Honolulu.** Planner II. 2024. Bicycle Planner responsible for preparing and submitting grant application for the Active Transportation Infrastructure Investment Program to fund the 2026 Oahu Bike Plan. Developed a comprehensive application to renew the County's designation as a Bicycle Friendly Community.
- **City of Jacksonville, Jacksonville, NC.** Transportation Planner. 2022-2023. Identified pedestrian and bicycle safety issues. Researched and prepared grant applications. Implemented strategies to promote the city's multi-modal transportation system; Communicated project updates, assisted in the development and maintenance of planning documents including the Jacksonville MPO Public Participation Plan, Holly Ridge Transportation Plan, ADA Transition Plan and 2050 Metropolitan Transportation Plan; Created thoughtful visualizations including maps, dashboards, and story maps for various agencies.



SSFM International

EDUCATION

Master of Urban and Regional Planning, University of Hawaii at Mānoa

Bachelor of Arts, Communication (Minor, Hawaiian Studies), University of Hawaii at Hilo

Jena Kamalani Earle

Project Planner

Mrs. Earle has 2 years of experience in planning, community involvement and outreach, leadership, and emphasizing the perpetuation of Hawaiian values. She has experience with technical writing, research and analysis, public outreach, as well as web design, and has received special recognition for her interest in environmental, land use, and infrastructure issues in Hawaii and the Pacific Islands.

REPRESENTATIVE PROJECT EXPERIENCE

- DHHL 'Ewa Beach Homestead Master Plan and Environmental Assessment, 'Ewa Beach, O'ahu. Planner. A master plan and environmental assessment were being prepared for a new residential Hawaiian homestead community on recently acquired DHHL lands in 'Ewa Beach. The process included beneficiary and stakeholder engagement, technical studies, preparation of a preliminary engineering report, and a beneficiary survey to inform the Master Plan and EA alternatives.
- DHHL Hanapēpē Homestead Development, Kaua'i, Hawai'i. Planner. A traffic assessment, planning, public engagement, technical site studies, and environmental compliance were prepared for the proposed phased master plan development of residential and commercial buildings on 365 acres of Hawaiian Home Lands in support of an Environmental Assessment. Project required coordination and consideration with existing land use and transportation plans for the County and State in addition to providing improved active transportation alternatives for walking and bicycling through the implementation of complete streets principles.
- DHHL Waimānalo Regional Plan Update, Waimānalo, O'ahu, Hawai'i. Planner. SSFM led the update of the Department of Hawaiian Home Lands' Regional Plan for Waimānalo. The project documented current conditions and changes since the last update. Current community projects and priorities were identified through beneficiary consultation with native Hawaiian homesteaders in the community.
- Assessing the Feasibility of Managed Retreat from Vulnerable Coastal Areas in Hawaii, Various Locations, Statewide, Hawai'i. Planner. The project involved preparation of a background report, execution of four case studies and focus groups statewide, planning and execution of a symposium on managed retreat, and a final report.
- North Shore Sustainable Communities Plan Update, O'ahu, Hawai'i. Planner. SSFM was the prime consultant for the update of the City and County DPP's North Shore Sustainable Communities Plan. The plan established the vision, policies, and land use patterns for the North Shore Planning District through 2040 and beyond. It will be developed using an inclusive process that combines research and data collection with community input.
- East Kaua'i Community and Circulation Plan, Kaua'i, Hawai'i. Planner. SSFM supported the County of Kaua'i with preparation of the East Kaua'i Community and Circulation Plan (EKCCP). The first long-range comprehensive plan for the region, the EKCCP developed policy recommendations for land use, transportation, housing, urban design, climate adaptation, infrastructure, and other topics affecting the region.



SSFM International

EDUCATION

B.S., Aerospace Engineering, University of Southern California, 2002

REGISTRATION

Certified Project Management Professional (2007)

Civil Engineering, Hawaii, #13480-C (2009)

Civil Engineering, Texas, #133771 (2019)

Certified Water Pollution Plan Preparer (2018)

Robyn (Ito) McKinney, PE, PMP

Civil Engineer (Hilo)

Robyn is currently a Senior Project Engineer assigned to SSFM's Transportation Engineering Group. In this position, she currently performs planning and design for a wide variety of project management and civil engineering assignments.

REPRESENTATIVE PROJECT EXPERIENCE

- Onehee Avenue Roadway Improvements, Kahului, Maui, Hawaii. Project Manager. SSFM provided planning, traffic engineering and civil engineering services for road improvements on Onehee Avenue. Improvements included complete street improvements such as addition of a raised sidewalk, dedicated bike lane, reverse angle-in parking, concrete bulb-outs, rapid flashing beacons, and reconstruction of the roadway. Construction cost \$7 million.
- Puainako Street Widening, Honolulu, Hawaii. Design Engineer. SSFM provided Planning and Environmental Documentation as well as Preliminary Engineering Services for the widening and extension of Puainako Street from Komohana Street to Kilauea Street. Services included Traffic Impact Analysis, Hydrology and Hydraulic Engineering, and Civil Engineering. Improvements included widening the existing two-lane Puainako Street to a four-lane divided roadway with landscaped median. The widened facility included new bike lanes and raised sidewalks for pedestrian access. Other improvements included cross culverts, on-site drainage collection system, new traffic signals, retaining walls, utility relocation, signing and striping, and improvements to the Waiakea Schools Parking areas and access points. Estimated construction cost \$60 million.
- Aamakao Gulch Road Widening, Hawi, Hawaii. Design Engineer. SSFM provided Planning and Environmental Documentation, and Preliminary and Final Design to realign a portion of Akoni Pule Highway near Aamakao Gulch. Estimated construction cost \$5 million
- Keahuolu Phase 0 Roadway and Promenade Design, Kailua-Kona, Hawaii. Design Engineer. SSFM provided Environmental Documentation and Design services. Estimated construction cost \$5 million.
- Kamakaeha Avenue, Phase 1A, Kailua-Kona, Hawaii. Project Engineer. SSFM provided Subdivision processing and Design services.
- Queen Kaahumanu Highway Widening Phase 2, from Kealakehe Parkway to Keahole Airport Road, Kailua-Kona, Hawaii. Civil Project Engineer. Estimated construction cost \$125 million.
- Mamalahoa Highway Drainage Improvements, Kailua-Kona, Hawaii. Project Engineer. SSFM provided Environmental Documentation, Preliminary Planning and Design, and Final Design services.
- Keaau-Pahoa Road Improvements, Keaau, Hawaii. Project Engineer. SSFM provided engineering services for road improvements for Keaau-Pahoa Road, Highway 130. \$30 million.
- Emergency Road Repairs, Volcano, Hawaii. Project Engineer. SSFM provided engineering services in response to the eruption of Kilauea Volcano on May 3, 2018.



SSFM International

EDUCATION

B.S., Civil Engineering,
University of Hawaii at
Manoa, Hawaii, 2005

M.S., Civil Engineering
(Structures), University
of Hawaii at Manoa,
Hawaii, 2007

REGISTRATION

Hawaii, Structural & Civil
Engineering #14567-
S&C

Guam, Civil
Engineering, #2068

Guam, Structural
Engineering, #2107

LEED Accredited
Professional, USGBC,
2009

FHWA-NHI Safety
Inspection of In-Service
Bridges Certification,
2011

Renee Ishisaka, PE, SE, LEED AP

Structural Engineer & Civil Engineer

Ms. Ishisaka is an experienced structural & civil engineer with experience in a wide variety of both design and construction projects. Projects have involved reinforced, prestressed and post-tensioned concrete; structural steel; masonry; and timber construction. She has extensive experience with the following types of projects: Hospitals, Department of Defense projects, airport facilities, commercial/office buildings, residential buildings, educational facilities, and hotels.

REPRESENTATIVE PROJECT EXPERIENCE

- Statewide Bridge Inspection Program Services, Kauai and Oahu, Hawaii. Bridge Inspection Team Leader. SSFM provided structural engineering services for the inspection and appraisal of 50 bridges for the County of Kauai and State of Hawaii. Services included routine and monitoring inspection of various bridges and preparation of reports of findings with recommendations for bridge maintenance and bridge repairs with cost estimates.
- Lāupahoehoe Gulch Emergency Bridge Repair, Lāupahoehoe, Hawai'i. Project Manager. SSFM provided planning and civil engineering services for road, bridge and embankment repair due to damages from Hurricane Lane. Estimated construction cost \$2 million.
- Bridge Inspection Inventory and Appraisal III FY 2011. City & County of Honolulu. Structural Project Engineer. SSFM International, Inc. served as the prime consultant responsible for the structural inspection and appraisal of sixty-one (61) bridges, preparation of maps, photographs, plans, sections, elevations, description of findings with recommendations for maintenance and repair with cost estimates and update load ratings.
- HELCO Kailua-Kona Seismic Retrofit project. Kailua-Kona, Hawaii. Inspector. This project consisted of the evaluation and design of structural retrofits to an existing communication facility at the HELCO Kailua-Kona base yard. Seismic evaluation of the facility was performed in accordance to ASCE/SEI 31-03 Seismic Evaluation of Existing Buildings.. Estimated construction cost \$500,000.
- HELCO Kahaluu Switching Station – Communications Building Foundation Work. Kailua-Kona, Hawaii. Client Contact. This project included structural foundation design for a pre-engineered precast Communications building, 6'-8" x 11'-0". Services included design, construction administration, and special inspection.
- HELCO Kealia Switching Station – Communications Building Foundation Work. South Kona, Hawaii. Client Contact. This project included structural foundation design for a pre-engineered precast Communications building, 6'-8" x 11'-0". Services included design, construction administration, and special inspection. Estimated construction cost \$275,000.
- West Hawaii Civic Center. Kailua-Kona, Hawaii. Structural Project Engineer. This project WAS under a Design-Build contract with Maryl Group. The project consisted of eight office buildings, a pavilion and one parking garage. Project is LEED certified. Parking structure consisted of 2 stories and 258 stalls. Estimated construction cost \$51 Million total, \$4.1 million parking structure.

County of Hawaii
Department of Research & Development
STATEMENT OF QUALIFICATIONS
Fiscal Year 2025-2026

#5: **List of Recent Projects**

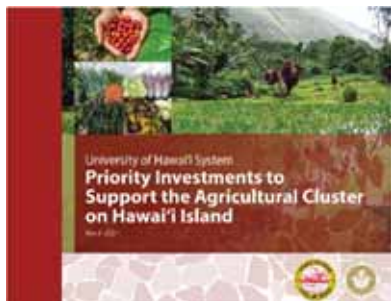


RD.1) COMMUNITY PLANNING
(Community and Economic
Development, Community
Engagement, Culture and
Indigenous Data Science, Strategic
Planning, Sustainability Systems)

Planning Project Experience

The following is a list of representative projects where SSFM served as the Prime Consultant and demonstrates SSFM's ability to successfully manage both small and larger complex planning project assignments.

PLANNING PROJECT EXPERIENCE



University of Hawaii at Hilo Agriculture Build Back Better Critical Investment Assessment, Hawaii Island

SSFM led the collaborative effort between the University of Hawaii (UH) and agricultural stakeholders to identify priority investments recommended to strengthen UH's agricultural programs to increase its support of Hawaii Island's economic diversification, recovery and resilience to future economic disruptions. A Hawaii Island coalition including UH entities and other stakeholders was convened to shape a vision for agricultural progress and identify priority projects to expand agricultural services across the island. A three-month outreach process was conducted to identify industry needs and gaps and determine a strategic direction for investments in the UH system moving forward. The priority investments were documented in a final report that was completed in 2024.

Cost: \$50,000



Integrating Coastal Zone Management in Hawaiian Home Lands, Statewide, Hawaii

SSFM led the project to analyze and develop strategies for integrating coastal zone management (CZM) in Hawaiian Home Lands (HHL). The project serves as a roadmap for CZM planning on HHL, provides processes for a future DHHL CZM planner, clarifies CZM law and County rules that individual lessees are subject to, and communicates the implementation roadmap to key stakeholders. The project supports DHHL in fulfilling the Hawaiian Homes Act, protecting against climate change impacts, and enhancing the resilience of HHL communities. SSFM assisted with beneficiary engagement throughout the project in the form of Hawaiian Homes Commission presentations, interviews to inform the case studies, sharing of project results, and the development of a DHHL project website.

Cost: \$249,744



Route 310 and Route 19 Resiliency Feasibility Study State No. State Route 310, Kihei, Maui and Route No. 19, Hilo, Hawaii Island

SSFM led the development of the resiliency feasibility study for State Route No. 19 (Kalaniana'ole Street, Kamehameha Highway, Hilo Bayfront Road from mileposts 0.0 to 2.5), and State Route No. 310 (North Kihei Road from mileposts 0.0 to 3.6). The primary goals for the study are to develop feasible climate adaptation alternatives that support HDOT mandates and to assist in development of a replicable and defensible decision-making framework for climate adaptation of highway infrastructure using an adaptive planning and design approach. This framework can be replicated statewide in

PLANNING PROJECT EXPERIENCE

other vulnerable locations and provide a sound basis for future funding requests and grant applications.

Cost: \$750,000



Traffic Improvements at Various Locations – Village Park/Kupuna Loop Improvements, Waipahu, Hawaii

SSFM provided transportation planning and design, community planning, environmental planning, civil and structural engineering services for the design of Complete Streets improvements along Kupuna Loop in Village Park. The project included the design of successive single-lane roundabouts at key intersections for accessing the local elementary school as well as providing access to a dedicated off-street shared-use path. The project also included traffic calming features such as bike lanes, raised crosswalks, speed cushions, and sidewalk bulbouts to protect pedestrians.

Estimated Construction Cost: \$9.9 million



Papa Avenue Complete Streets Project Kahului, Maui, Hawaii

SSFM provided transportation planning and design for roadway improvements on Papa Avenue in two locations: fronting Lihikai School and at the Papa Avenue/Laau Street intersection. The project consisted of design of Complete Streets improvements to include accommodation of pedestrians, bicycles, accessibility improvements, street parking, traffic calming, lighting, and landscaping utilizing context sensitive solutions; as well as resurfacing, concrete bulb-outs (to mitigate speeding), striping, signage and drainage solutions. SSFM also led the extensive community outreach and engagement effort for the project through the height of the COVID-19 pandemic, developing a virtual survey, holding virtual meetings for key stakeholders on a regular basis, and partnering with several government agencies and community organizations on one of Maui's first quick-build demonstration projects at Papa Avenue and Maalo Street, the busy intersection fronting the school.

Cost: \$342,372 (fees)



Waianae Watershed Management Plan Update Waianae, Hawaii

SSFM led the update of the Board of Water Supply Watershed Management Plan for the district of Waianae. The scope included evaluating progress and implementation of the original plan, working with community members to identify current projects and priorities, and developing a detailed water supply and demand model and implementation plan to ensure a sustainable water supply for the region to 2045.

Cost: \$447,532 (fees)

PLANNING PROJECT EXPERIENCE



Department of Hawaiian Home Lands Waimanalo Regional Plan 2024, Waimanalo, Hawaii

SSFM led the planning process for the 2024 update of the Department of Hawaiian Home Lands' Regional Plan for Waimanalo to document current conditions and changes since the last update. Through a series of community meetings, SSFM worked with DHHL Planning Office to engage Waimanalo beneficiaries and homesteaders to re-affirm the community vision statement and identify current community projects and future priorities. The outreach process included three Beneficiary Consultation meetings and a "Kou Mana'o" polling process which allowed beneficiaries and homesteaders to participate via postage mail, an online form, email, or by phone..

Cost: \$60,000 (fees)



North Shore Coastal Erosion Workshop North Shore, Oahu, Hawaii

SSFM partnered with Surfrider Foundation and Hawaii Sea Grant to convene the state's first working group around coastal resilience issues on the North Shore of O'ahu. The North Shore is particularly vulnerable to severe coastal erosion that is worsening with sea level rise and increasingly affecting public infrastructure and private development. The working group met six times in 2021 and 2022, and included nearly 30 community members, beachfront landowners, elected officials, State and City agencies, planners, engineers, and non-profits. A white paper summarizing the group's findings and recommendations identifies priority policy changes and implementation actions needed to address coastal resilience and promote coastal preservation.

Cost: \$20,000 (fees)



East Oahu Organics Facility Environmental Assessment Keaau, Hawaii

SSFM provided planning and traffic engineering services to develop an Environmental Assessment for the County of Hawaii Department of Environmental Management's proposed action to build Hawaii Island's first municipal organic composting operation on a three-acre site at the W.H. Shipman Business Park in Keaau. SSFM's environmental planners led the multidisciplinary team to develop required studies and reports in support of the process, including Traffic Impact Analysis Report (SSFM), Biological Resources Survey Report, Cultural Impact Analysis, and Archaeological Review and Field Investigation. The team held a public informational meeting to share about the project and gather input.

Estimated Construction Cost: \$10.5 million

PLANNING PROJECT EXPERIENCE



Sand Island Wastewater Treatment Plant (SIWWTP) Bioconversion Facility Upgrades - Planning and Entitlement Services, Honolulu, Hawaii

SSFM provided environmental and land use planning services for the City's project to upgrade the SIWWTP, the State's largest treatment plant. SSFM planning services included development of the draft and final Hawaii Revised Statutes Chapter 343 Environmental Assessment for the proposed action, completing the Special Management Area (SMA) draft permit application including research and data support for City & County of Honolulu Department of Planning and Permitting and Honolulu City Council hearings, processing of a height variance permit application and Federal Aviation Administration (FAA) Airway Obstruction Permit including FAA Airway Obstruction Permit, Form 7460-1.

Estimated Construction Cost: \$174 million



Inspection of Overhead Sign Structures on Interstate Routes H-1, H-2, H-3 and H-201, Project No. HWY-DB-SE21-03, STP-0300(194), Oahu, Hawaii

SSFM provided project management, structural engineering, planning, and traffic engineering services for the inspection of 141 highway sign structures located throughout Oahu. SSFM also developed traffic control plans, traffic management plans, inspection reports, and preliminary cost estimates for repairs of structures with low ratings, which allowed the State to program repairs for future design and construction projects.

Cost: \$2 million (fees)



FY21 MCON Project P-7001 Peltier Child Development Center Traffic, Parking, ATRP and Seismic Study, Joint Base Pearl Harbor-Hickam, Hawaii

SSFM provided project management, planning, civil and traffic engineering services to develop a planning study for the future renovation and expansion of the Peltier Child Development Center (CDC). The study included traffic, parking, Antiterrorism Force Protection (ATFP), environmental, electrical, structural, and seismic analysis for planned renovations to increase the number of children the CDC can accommodate, from 246 to 380.

Cost: \$378,699 (fees)

PLANNING PROJECT EXPERIENCE



Sand Island Wastewater Treatment Plant Outfall Shoreline Revetment Project and Environmental Assessment (EA) **Sand Island, Oahu, Hawaii**

SSFM provided project management (pre-design through construction), environmental planning (HRS 343 EA), and served as the Civil and Structural Designer-of-Record for a new revetment structure along the shoreline on the southwest point of Sand Island in Honolulu, Hawaii. The revetment is needed to protect the WWTP outfall, which is critical infrastructure for Honolulu, as this is the only wastewater outfall servicing the area.

Estimated Cost: \$14 million



Hoku Kea Observatory Decommissioning Project and Environmental Assessment (EA) **Mauna Kea, Hawaii Island, Hawaii**

SSFM provided overall project management of the complete Design-Bid-Build, including planning and permitting for the decommissioning of the Hoku Kea Observatory building structure, generator building, and associated telecommunications and electrical infrastructure on the summit of Mauna Kea. The proposed deconstruction required compliance with extensive guidelines driven by the Mauna Kea Comprehensive Management Plan and development of an HRS 343 EA, and a Conservation District Use Permit.

Estimated Construction Cost: \$1.4 million



First Responder Technology Campus Development and Programmatic Environmental Impact Statement (EIS) **Mililani, Oahu, Hawaii**

SSFM provided comprehensive development management (project management, master planning, programming, civil and traffic design, land use planning and entitlements) for the \$7.9M project to develop a First Responder Technology Campus (FRTC) on a 243-acre greenfield site owned by the State, Hawaii Technology Development Corporation (HTDC). The FRTC was envisioned to be a centrally located, state-of-the-art facility serving multiple Federal, State of Hawaii, and City and County of Honolulu (County) first responder agencies on Oahu. The wide range, size, and intensity of proposed uses for the property identified in the master plan required a HRS 343 Programmatic EIS to assess all potential project-related impacts and to identify any necessary mitigation measures.

Estimated Construction Cost: \$315-470 million

PLANNING PROJECT EXPERIENCE



Ewa Beach Master Plan and Environmental Assessment
Ewa Beach, Oahu, Hawaii

SSFM is preparing a master planning and environmental assessment for a new Hawaiian Homestead Community in Ewa Beach. The process of developing the Master Plan and EA includes beneficiary and stakeholder engagement, technical studies, a preliminary engineering report, and a beneficiary survey. As part of the project SSFM has conducted comprehensive outreach to beneficiaries on the DHHL Oahu waitlist as well as to the Ewa Beach community, elected officials, and Kapolei Hawaiian Homestead leaders.

Cost: \$424,256 (fees)



East Honolulu Watershed Management Plan

Honolulu, Hawaii

SSFM prepared this management plan that identifies critical water issues and future demand scenarios for water use in East Honolulu. Recommended projects and strategies were developed with agency and community input to address issues and ensure a sustainable water supply for East Honolulu over the next 20 years. The project included four rounds of community engagement as well as consultation with community organizations and agencies working on watershed management and water quality in East Honolulu.

Cost: \$447,890 (fees)



Hanapepe Kauai Homestead Master Plan

Hanapepe, Hawaii

SSFM prepared a traffic assessment, planning, public engagement, technical site studies, and environmental compliance for the proposed phased master plan development of residential and commercial buildings on 365 acres of Department of Hawaiian Home Lands in support of an Environmental Assessment.

Estimated Cost: \$271,167 (fees)



General Plan Update Contract Statewide, Hawaii

SSFM assisted the State Department of Hawaiian Home Lands (DHHL) in updating its General Plan. The General Plan establishes policy for the direction of the Department and delivery of its mission to provide land to native Hawaiian beneficiaries. The General Plan process incorporated research, agency input, and beneficiary preferences to establish a vision and policy objectives for the next 20 years and beyond. It also established a uniform system of land use designations to be used by DHHL across its lands statewide, with associated criteria.

Cost: \$384,964 (fees)

PLANNING PROJECT EXPERIENCE



Special Treatment Coastal Edge District Mitigation Rules Kauai, Hawaii

SSFM worked with the County of Kauai to develop development standards and review criteria for new development proposed within the County's new Special Treatment-Coastal Edge zone. The standards and criteria were adopted by the County Council in are being incorporated into a new sea level rise-based zoning district within the County's comprehensive zoning ordinance.

Cost: \$25,000 (fees)



Anahola Regional Plan Update Anahola, Kamalomaloo and Moloaa, Kauai

SSFM led the update of the Regional Plan for the DHHL homestead communities in Anahola, Kamalomaloo and Moloaa on Kauai. The project involved background research to update the previous Regional Plan; community engagement on issues, opportunities, community vision, and potential projects; and presentations to the Hawaiian Homes Commission.

Cost: \$65,940 (fees)



Biological Control Containment Facility Various Locations, Hawaii

SSFM provided a comprehensive planning document for a proposed new Department of Agriculture, Biological Control Containment Facility on Oahu. SSFM also prepared a project development report (PDR) and rough order of magnitude construction cost estimate. The PDR included Land Area Requirements, Building Area Requirements, and Applicable Regulations. It also included a Site List with available State-owned properties and Environmental permits and studies.

Estimated Construction Cost: \$90 million to \$140 million



North Shore Sustainable Communities Plan Honolulu, Hawaii

SSFM provided a five-year comprehensive review of the 2011 North Shore Sustainable Communities Plan that was inclusive and reflective of community sentiments and desires. SSFM adapted to an entirely virtual community engagement format. In a highly engaged community, this involved developing a large amount of online content that would bring transparency to the process and allow extensive participation.

Cost: \$285,760 (fees)

PLANNING PROJECT EXPERIENCE



West Kauai Energy (fka Puu Opae Water) Project Environmental Assessment, Kokee-Kekaha, Kauai, Hawaii

SSFM was the Prime Consultant responsible for the preparation of an Environmental Assessment (EA) for this integrated renewable energy and irrigation project that would utilize state land and water for the following objectives: Renewable energy production via hydroelectric electric generation; and, renewable energy production via solar photovoltaic (PV) generation.

Cost: \$212,895 (fees)



Farrington Highway Corridor Study Waianae, Hawaii

SSFM was the Prime Consultant for the planning and investigations that identified recommendations for ways to reduce congestion, enhance capacity, and increase safety while improving resiliency along 14 miles of the Farrington Highway corridor from the end of H-1 in Kapolei to Makaha Beach Park. The study identified short and long term improvements needed to maintain the Farrington Highway corridor.

Cost: \$587,907 (fees)

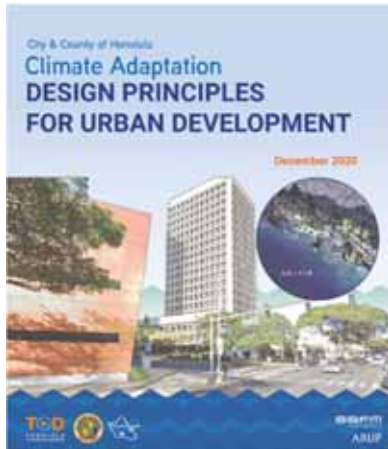


FY18 Tinian Construction Capacity Study (TCCS) Tinian, Commonwealth of the Northern Mariana Islands (CNMI)

SSFM provided a comprehensive analysis of the infrastructure and resources requirements to support Department of Defense construction activities on the island of Tinian, CNMI. The project team developed a methodology to produce recommendations based on a systematic approach in analyzing resources and limitations to each technical discipline. The purpose of the TCCS was to assist DoD in making informed planning and programming decisions for future DoD construction on Tinian.

Cost: \$1.23 million (fees)

PLANNING PROJECT EXPERIENCE



Climate Change Adaptation Study Island of Oahu, Hawaii

SSFM provided planning services for development of the County's TOD Climate Change Adaptation Guidelines including Data Collection and Outreach, and Infrastructure Planning.

The purpose of this project was two-fold: 1) to outline design principles that can be used to help develop policy and regulations for property in Honolulu's transit-oriented development (TOD) and other urban areas that may be vulnerable to sea level rise (SLR) and other climate change-related hazards; and 2) to provide developers and design professionals with preliminary guidance and information to consult when developing new project applications, or when considering adaptation options for existing projects.

Cost: \$34,000 (fees)



Waiawa Correctional Facility Plan Review Use and Special Use Permits, Waipahu, Hawaii

SSFM prepared an Environmental Assessment, researched and completed the necessary requirements of applications for the Special Use Permit (SUP) and Plan Review Use (PRU) required to bring this Facility into compliance with the Land Use Ordinance (LUO).

Cost: \$334,534 (fees)

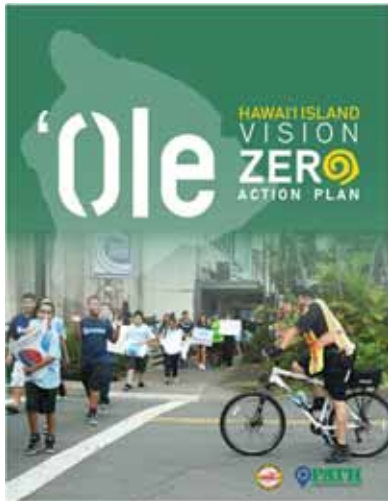


Kamuela Vacuum Cooling Plant, Master Plan Feasibility Study, Kamuela, Hawaii

SSFM provided planning and project management services for a master plan study of an existing property in Kamuela that the client owned and leased to a cooperative. SSFM provided recommendations to update the existing facility to meet the Food and Drug Administration's Food Safety Modernization Act (FSMA), as well as explored expansion of the property to offer other amenities, such as washing, packing, and processing of produce to encourage and promote farming.

Cost: \$100,000 (fees)

PLANNING PROJECT EXPERIENCE



Hawaii County Vision Zero Action Plan Hawaii Island, Hawaii

SSFM assisted the County of Hawaii on the first Vision Zero Action Plan in the State that identifies how the County will achieve its goal of eliminating traffic related fatalities and serious injuries. Hawaii County's Vision Zero Action Plan is the first to be completed in the State of Hawaii. The collaborative nature of the Task Force process greatly supported the success of the initiative, as did SSFM's efforts to obtain and analyze available crash data. The importance of quality data became a theme of the process, and the County of Hawaii Police Department (HPD) invited PATH to present to the staff on Vision Zero and the importance of HPD data to understanding and preventing traffic deaths.



Waimanalo Health Center Expanded Healthcare Facility Waimanalo, Hawaii

SSFM provided planning and civil engineering services for the construction of a new, two-story 17,961 square foot building. The building design reflected the team-based, patient centered health care home concept of care practiced which utilizes physicians and nurse practitioners working with support staff, and integrating behaviorist, nutritionist, case managers, and patient services.

Estimated Construction Cost: \$13 million



Samkoo Condo Re-Zoning Application, Kapiolani Boulevard and Kona Iki Street, Honolulu, Hawaii

SSFM provided civil engineering and traffic analysis services for the re-zoning application for the proposed Samkoo House Condominium project, a 43-floor condominium located at 1391 Kapiolani Boulevard in Honolulu.

Cost: \$99,000 (fees)

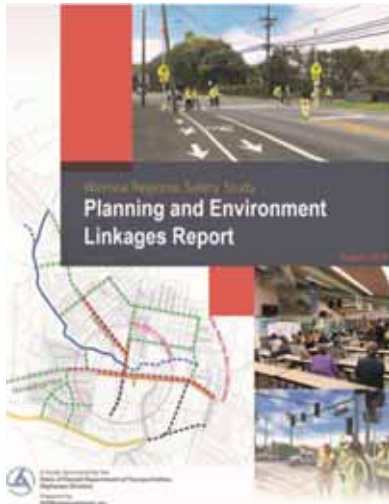


Kauai Island Utility Cooperative Spill Prevention, Control, and Countermeasure Plan, Lihue, Kauai

SSFM updated the 2018 Cooperative Spill Prevention, Control, and Countermeasure Plan (SPCC) plan that was previously prepared by SSFM. This plan included recommended improvements, identified possible offsite releases and release impact mitigation and developed a logic diagram for recommended oil spill control improvements.

Cost: \$59,500 (fees)

PLANNING PROJECT EXPERIENCE



Waimea Regional Safety Project (fka Kawaihae Road Bypass), Vicinity of Mahua Street to Mamalao Highway Kawaihae, Hawaii

SSFM was the Prime Consultant for this study that identified potential projects that would improve safety and operations, relieve congestion, and enhance multimodal travel options in the Waimea region through a Planning and Environment Linkages (PEL) study. The PEL process resulted in the identification of several projects that met the project Purpose and Need, including a new bypass alignment around Waimea, and multi-modal improvements along Kawaihae Road, Lindsey Road and Mamalahoa Highway.

Cost: \$2.95 million (fees)



Assessing the Feasibility and Implications of Managed Retreat Strategies for Vulnerable Coastal Areas in Hawaii

SSFM prepared a study that was prompted by recent climate change legislation, plans and studies such as the Ocean Resources Management Plan (2013) and the Sea Level Rise Vulnerability and Adaptation Report (2017). The managed retreat study involved four main tasks: 1) Background research consisting of literature review and stakeholder consultation on managed retreat; 2) Four scenario profiles, involving preparation of hypothetical scenarios, site visits, and focus group discussions to explore retreat of different development types; 3) Symposium on managed retreat, with keynote speakers and participants from across the state; and 4) the Final Report which summarized the results of research and prior tasks.

Cost: \$125,000 million



Hawaii State Plan Update Phase I Statewide, Hawaii

SSFM conducted a comprehensive review of Hawaii Revised Statutes (HRS), Chapter 26, The State Planning Act. This review involved inventorying and reviewing all state department plans, strategic plans, functional plans, and capital improvement plans; identifying common themes and policy directions. SSFM developed findings as to the overall status of plans and prepared findings and recommendations for the next step in updating the State Planning Act.

Cost: \$49,933 (fees)

PLANNING PROJECT EXPERIENCE



Waimanalo Community Master Land Use Plan Waimanalo, Oahu, Hawaii

SSFM developed an Exploratory Document that communicates values, places, and ideas that the community holds dear. It identifies the things that need to be preserved, created, or improved upon in order to keep Waimānalo, Waimānalo well into the future. The time horizon for the Strategic Community Plan is 20 years.

Cost: \$245,541 (fees)



Coconut Island DC Microgrid Kaneohe, Hawaii

SSFM assisted the University of Hawaii, Hawaii Natural Energy Institute (HNEI) with environmental compliance and permitting for HNEI's proposed improvements and their renewable energy demonstration project on Moku O Loe (aka Coconut Island). Improvements included development of a new renewable energy generation, storage, and distribution system.

Estimated Cost: \$10,000 (fees)



Noise Attenuation Keaukaha Subdivision, Phase 2 Hilo, Hawaii, State Project No AH1071-16

SSFM assisted with the development of a communication plan for the Hilo Community and the Department of Hawaiian Home Lands and Department of Transportation. Services involved outreach services that included attendance at meetings with the Keaukaha community and additional meetings with the community's Noise Sub-Committee Representative throughout the project.

Estimated Cost: \$35,200 (fees)



Complete Streets Planning, Rehabilitation of Streets Phase 12D and Units 67 74 76 77, Honolulu, Hawaii

SSFM provided public outreach, environmental planning, and civil design services to support Fehr & Peers in developing a multimodal transportation assessment, context sensitive solutions process, and design work for roads included in the Rehabilitation of Streets program Phase 12D and Units 67, 74, 76, and 77.

Cost: \$964,200 (fees)



Complete Streets Phase 2, Liliha Street, Nuuanu Avenue and University Avenue Study, Honolulu, Hawaii

SSFM provided traffic counts at eleven intersections, walk audits, traffic analysis, stakeholder meetings, public meetings, collection of survey data, environmental documentation, formulation of recommendations incorporating Complete Streets concepts, writing report and developing 30% design plans in AutoCAD Civil 3D (for Liliha Street and Nuuanu Avenue).

Cost: \$450,000 (fees)

PLANNING PROJECT EXPERIENCE



Albizia Mitigation Plan Various Locations, Hilo, Hawaii

SSFM prepared the "Albizia Management and Business Plan". The report will serve as an Informational document to request funding to manage and control the Albizia Trees on the Island of Hawaii.

Estimated Construction Cost: Not Applicable (Study)



Multi Modal Bike Plan (aka Downtown/Chinatown Complete Streets Implementation Project), Honolulu, Hawaii

SSFM provided transportation engineering services for this project to further implement complete streets projects in urban Honolulu, particularly in and around proposed rail and transit facilities. In three months, SSFM not only completed data collection at 12 intersections during the morning and afternoon peak periods and traffic analysis, but engaged hundreds of stakeholders to gather input on the project and generate awareness and support for complete streets in general.

Cost: \$200,000 (fees)



Lihue Community Plan Update Lihue, Island of Kauai, Hawaii

SSFM prepared the Lihue Community Plan to articulate a vision and policies for a revitalized and vibrant Lihue Town Core, as well as Puhi, Hanamaulu, and other nodes in the Lihue Planning District. Development of the Lihue Community Plan included technical studies on existing conditions, cultural resources, demographics, transportation and connectivity, public services and infrastructure, housing, growth scenarios, and areas of change.

Cost: \$770,000 (fees)



Island Wide Transit Master Plan Island of Hawaii, Hawaii

SSFM prepared the County of Hawaii's next generation Transit Master Plan (TMP). Using a comprehensive approach to review current needs and to forecast future demand this study will help determine the type of transit system and service levels that will be required to meet Hawaii County's changing needs through 2036. The Plan integrated strategies for creating a transportation network designed and operated to enable safe access for all users in Hawaii County. The Plan also identified key corridors linking rural communities and establishes performance standards for transit service. In addition, the Plan included an evaluation of modes, bus services, station designs, capital infrastructure, and fare structures.

Cost: \$500,000 (fees)

PLANNING PROJECT EXPERIENCE



Central Oahu Transportation Study Various Locations, Oahu, Hawaii

SSFM prepared a study to assess the multi-modal transportation needs of the Central Oahu region, identify key transportation system improvements, strategies, and policies that can improve regional transportation mobility and access in a sustainable way. The study developed multi-modal strategies and system improvements that are technically feasible, financially realistic, sustainable, and meet regional transportation needs.

Cost: \$499,250 (fees)



Joint Development for Affordable Rental Housing and Juvenile Services Center/Shelter, Alder Street, Honolulu, Hawaii

SSFM provided project conceptualization, intra-agency facilitation, environmental documentation and community outreach for the development of the first mixed used project on State owned land within the City's TOD. The project is proposed to be a 266,000 SF/19-Story Mixed Use Development that addressed the community's need for affordable rental housing and a facility for juvenile services and a shelter for children at-risk. This urban high-density solution epitomizes the type of development promoted to support TOD initiatives and transforms underutilized State land assets into a vibrant development much needed by the community.

Estimated Construction Cost: \$196.3 million (preliminary budget)



Puuloa Shoreline Erosion Study, Puuloa Range Facility Marine Corps Base Hawaii Kaneohe, Hawaii

SSFM prepared this study to investigate coastal processes in the project area and the condition and characteristics of the shoreline, determine historical shoreline changes, analyze wave induced sand transport mechanisms, and develop possible erosion control alternatives.

Estimated Construction Cost: Not Applicable (study)



Multi Modal Bike Plan, East Kapolei, Kalihi, and Kakaako Oahu, Hawaii

SSFM assisted the City and County of Honolulu in defining bicycling facility projects that will integrate multi-modal access and connections to Honolulu rail stations and other transit facilities. Facilities should be compatible with the network of bicycle facilities identified in the Oahu Bike Plan (August 2012). Projects will consist of bicycle paths, protected bike lanes, and other bicycle facilities which lead to transit stations or bus transit centers.

Cost \$100,000 (fees)

PLANNING PROJECT EXPERIENCE



Downtown Hilo Multi-Modal Mobility Master Plan and County of Hawaii Complete Streets Program, Downtown Hilo, Hawaii Island, Various locations on Hawaii Island

SSFM provided professional planning services for the preparation of the Downtown Hilo Multi-Modal Master Plan and the County's Complete Streets Program. The Downtown Hilo Multi-modal Master Plan will establish a community-driven Master Plan for policies, programs, and projects which will improve overall mobility throughout the Downtown area and provide multi-modal connections to high activity locations. The County of Hawaii Complete Streets Program assignment is to create a program which will implement a balanced, multi-modal transportation network throughout the island.

Cost: \$500,000 (fees)



General Plan Update, County of Kauai Island of Kauai, Hawaii

SSFM was the Prime Consultant responsible for the update of the General Plan as required by the County Charter and to develop an appropriate strategy for the future development of Kaua'i County, including recommendations and policies for zoning, form-based coding, sustainable growth patterns, multi-modal transportation connectivity, recreational opportunities, economic development, conservation, green infrastructure, and other issues relevant to the future growth and development of the County.

Cost: \$824,500 (fees)



Hawaii Natural Disaster Economic Recovery Strategy Statewide, Hawaii

SSFM was the lead consultant for the preparation of a Natural Disaster Economic Recovery Strategy with a focus on small business. SSFM worked with a project Advisory Group made up of 35 public and private agencies engaged in disaster work.

The study considered multi-hazards for disasters that strike Hawai'i. The study covered both pre-disaster operations continuity planning and post-disaster recovery actions that are important for small businesses. This plan was conducted under a grant from the US Economic Development Administration (EDA).

A series of focus groups were being held across the state to find out what each business knows about continuity preparedness, response, and recovery to natural disasters. The focus groups were followed by a statewide electronic survey of small businesses to gauge how widespread were the gaps

The study deliverables included three reports: Existing Conditions, Gaps and Strengths; Goals & Objective and Alternate Strategies; and Final Plan and Recommendations.



PLANNING PROJECT EXPERIENCE

Cost: \$79,438 (fees)



County of Maui Transportation Department Maui Short Range Transit Plan Update, Maui County, Hawai'i

SSFM provided planning services for the development of a five-year Service Improvement Transportation Program for the County of Maui. The work in this task was considered an update of current services. The Service Improvement Transportation Program will be developed such that services are defined on a year by year basis for ease in budget development, service deployment and contractor procurement

Cost: \$162,240 (fees)



Hilo MTA Baseyard Hilo, Hawaii

SSFM prepared the Categorical Exclusion Report for Mass Transit Agency Facility, under 23 CFR Section 771.117(d). Consulted and assisted the County with National Environmental Protection Act (NEPA) compliance for the facility project. Drafted the Declaration of Exemption from preparation of an Environmental Assessment under Chapter 343 using the exemption list of the County of Hawaii Department of Public Works and provided it to the County of Hawaii for finalization and filing.

Cost: \$80,000 (fees)



Villages of Kapolei Northwest Corner, Real Estate Consulting Services, Kapolei, Hawaii

SSFM provided planning and engineering services to support a project developer solicitation and selection process for the Hawai'i Housing Finance and Development Corporation (HHFDC). The goal of HHFDC was to select a qualified developer to plan, design, develop, and operate a vibrant, mixed-use "urban village" on a vacant 26-acre parcel in the Villages of Kapolei (VOK) development.

Cost \$71,000 (fee)



APEX Wind Energy Hawaii Environmental Text and Maps Island of Oahu, Hawai'i

SSFM assisted Apex Wind Energy with the preparation of an Expression of Interest for a Lease Application for OCS from BOEM. Application to include three potential sites: two off East Honolulu and one approximately off of Honolulu Harbor.

Estimated Construction Cost: Not Applicable (Study)

PLANNING PROJECT EXPERIENCE



Hawaii State Civil Defense Emergency Warning Sirens Statewide Planning Phase 2 Various Locations in Hawaii

SSFM was the Prime Consultant responsible for securing site approvals for approximately 200 sites statewide, including government permits/approvals, landowner approvals for each site, and assisting in preparation of the disposition documents. This work included the installation of new composite poles, installation of new digital sirens, and removal of existing pole/siren where required.

Estimated Construction Cost: \$16 million



Evaluation and Update of Hawaii 2006 Ocean Resources Management Plan, Statewide, Hawaii

SSFM provided professional planning services for the evaluation and update of The Hawai'i Ocean Resources Management Plan (ORMP). This is a statewide plan mandated by Chapter 205A of the Hawai'i Revised Statutes. The ORMP plan provides a framework for integrated coastal management that aligns the management agency jurisdictions of the federal, state, and county levels of the State of Hawai'i resource managers.

Cost: \$265,000 (fees)



Interstate Route H1 Corridor Study Island of Oahu, Various locations, Honolulu, Hawaii

SSFM was the Prime Consultant responsible for the comprehensive analysis study of this highway corridor. With the recent update of the Oahu Regional Transportation Plan (ORTP) the Hawaii Department of Transportation required a comprehensive analysis study of this corridor, specifically the Interstate Route H-1, for the purpose of identifying the future capacity needs on the interstate, along with an alternatives and feasibility analysis on short-, mid- and long-term congestion and capacity improvements.

Cost: \$1.99 million (fees)



Department of Defense, Interoperable Mobile Broadband Data System Planning DAGS Job No. 26-14-7498 Statewide, Hawaii

SSFM was the Prime Consultant responsible for developing a Strategic Plan for the State of Hawaii that provided a sound basis for the development of a Statewide Interoperable Mobile Broadband Network through either First Net or the "opt-out" provisions of the Middle Class Tax Relief and Job Creation Act.

Cost: \$250,000 (fees)

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Public Outreach Experience

SSFM has performed data analysis, developed performance measures, and conducted extensive public outreach in other projects. Many of these projects involved multiple stakeholders. Some required facilitation of discussions between groups with disparate needs to achieve consensus.

EXAMPLES OF SIMILAR AND PERTINENT WORK			
Project	Scope of Work	Public Involvement	Project Contact And Year
Hawaii Statewide Transportation Plan	✓ Wrote ten issue papers: 8 Federal Planning Factors - Climate Change - Aging - Energy - Land Use - Integration of Transportation Planning and Design - Security - System Preservation - Financial Scenarios - Environmental Coordination ✓ Synthesized important issues into public policy ✓ Hawai'i Statewide Transportation Plan (2011)—3 volumes, over 1,200 pages ✓ Adopted by Governor's Signature	✓ Coordinated six HDOT and County Planning Committee/Advisory Group Meetings ✓ Coordinated six Sub-TAC Advisory Committee Meetings for state and county transportation planners ✓ Presented twice to the HDOT Commission on Transportation ✓ Presented to two different HDOT Directors ✓ Facilitated five county-wide Public Information Meetings on four islands ✓ Utilized live feedback with Audience Response System ✓ Videotaped meetings on all islands for public Access Television rebroadcast ✓ Individual interviews with key stakeholders ✓ HSTP available at: http://hidot.hawaii.gov/administration/hawaii-statewide-transportation-plan/	Mr. Dean Nakagawa Manager State of Hawaii Department of Transportation (HDOT) Statewide Transportation Planning Office (808) 831-7973 Dean.nakagawa@hawaii.gov 2011

EXAMPLES OF SIMILAR AND PERTINENT WORK			
Project	Scope of Work	Public Involvement	Project Contact And Year
2013 Hawaii Ocean Resources Management Plan Update	✓ Synthesized more than 120 activities and 8 priority directives ✓ Developed action plans with benchmarks and metrics ✓ Assigned lead and supporting agencies to action plans ✓ Final Document ORMP (2013) ✓ Signed by all public agencies and Governor	✓ Interviews with key state and local resource management agencies ✓ Facilitated and provided content for 21 member monthly Working Group ✓ Facilitated and provided content to 12 member quarterly Advisory Council ✓ Facilitated and provided content to biannual Policy Group ✓ Two rounds of public listening sessions on six islands for a total of 16 meetings ✓ Provided updated content for client website Final ORMP available at: http://files.hawaii.gov/dbedt/op/czm/ormp/ormp_update_report_s/final_ormp_2013.pdf	Mr. Leo Asuncion Coastal Zone Management Program Manager State of Hawaii Department of Business, Economic Development & Tourism State Office of Planning (808) 587-2875 Leo.Asuncion@dbedt.hawaii.gov 2013
Kahekili Highway Re-Evaluation of EIS	✓ Reviewed desirability and need for completion of Kahekili Highway features ✓ Reviewed adequacy of existing environmental documents	✓ Three major community-wide forums with facilitated breakout groups to determine current community needs ✓ Extensive mailout survey to 4,750 area households ✓ 17,840 residents invited to community-wide forums ✓ Forums were videotaped for later broadcast on Olelo Public Access TV ✓ Dedicated Project website: www.kahekilihighway.com	Mr. Ken Tatsuguchi Engineering Program Manager State of Hawaii Department of Transportation (HDOT) Highways Planning (808) 587-1830 ken.tatsuguchi@hawaii.gov 2013

EXAMPLES OF SIMILAR AND PERTINENT WORK			
Project	Scope of Work	Public Involvement	Project Contact And Year
Lihue Community Plan Update	✓ Prepared eight issue papers: Existing Conditions Literature Review Including Cultural Resources Identification of Macro & Planning Issues Connectivity Major Landowner Plans and Proposals Public Services and Infrastructure Housing Demographics ✓ Prepared Alternate Growth Strategies ✓ Updated Lihue Community Plan (under preparation) ✓ Implementation Methods (under preparation)	✓ Community Working Group meets monthly to review study products ✓ Two all day Community Forums: Kickoff (April 2013) and Mid-Project (January 2014) ✓ Interviews with community groups and stakeholders ✓ Dedicated project website available at: www.lihuecp.com	Michael Dahilig Director County of Kaua'i Department of Planning (808) 241-4061 mdahilig@kauai.gov Ongoing (2013-2014)
Keaau-Pahoa Road Improvements Project	✓ Assessed options to deal with current and future congestion and safety issues ✓ Achieved consensus on type of improvements needed and desired ✓ Completed an Environmental Assessment under HRS Chapter 343 and NEPA ✓ Design currently underway	✓ Facilitated 10 Advisory Group Meetings of a diverse group over a period of three years ✓ Held five community-wide public informational meetings ✓ Facilitated special sessions with homeowner associations, landowners, and community groups ✓ Dedicated project website: www.keaau-pahoa.com	Mr. Ken Tatsuguchi Engineering Program Manager State of Hawaii Department of Transportation (HDOT) Highways Planning (808) 587-1830 ken.tatsuguchi@hawaii.gov 2011

EXAMPLES OF SIMILAR AND PERTINENT WORK			
Project	Scope of Work	Public Involvement	Project Contact And Year
Interoperable Mobile Broadband Data System Planning	✓ Analyzed existing broadband capabilities for emergency services ✓ Reviewed federal directives for mobile broadband and local needs ✓ Work supported a major grant application	✓ Summit meeting of emergency services, industry, State and City agencies ✓ In-depth interviews of all stakeholders ✓ Worked with project steering committee and held regular project update meetings	Victoria Garcia Statewide Interoperability Coordinator State of Hawaii Office of Information Management Technology (OIMT) (808) 208-3606 victoria.garcia@hawaii.gov 2013
Transportation Asset Climate Change Risk Assessment	✓ Devised and applied methodology to assess potential impacts to major transportation facilities on Oahu ✓ One of five pilot projects funded by FHWA to be used for national best practices ✓ Report given to OahuMPO to use in developing adaptation strategies	✓ Technical, multi-disciplinary charrette process used to develop type and magnitude of likely impacts. Report available at: http://www.oahumpo.org/resources/publications-and-reports/transportation-vulnerability-due-to-climate-change/	Mr. Brian Gibson Executive Director Oahu Metropolitan Planning Organization (OahuMPO) (808) 587-2015 Brian.Gibson@oahumpo.org 2011

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Project

The Statewide Transportation Plan Update
State of Hawaii
Job STP 1-900-PLAN

Owner/Client

State of Hawaii, Department of Transportation, Honolulu, Hawaii
Mr. Dean Nakagawa / (808) 587-1845

Scope of Services

SSFM was the Prime Consultant for the preparation of this policy level effort which involved the formulation of a statewide, multi-modal transportation plan. The HSTP signed by the Governor and Director of Transportation, contains three volumes and an Executive Summary:

Volume 1 “Making Connections” includes eight goals and objectives; a description of socio-economic, land use and regulatory issues that affect transportation; a review of Data Systems; and a review of Financial Systems for Airports, Harbors and Highways.

Volume 2 includes ten Emerging Issue Papers: Impact of Federal Transportation Planning Regulations; Climate Change and Sea Level Rise; Aging Population and Transportation; Fuel and Energy Scenarios in Hawaii; Land Use Planning; Planning and Design; Transportation Security; System Preservation and Asset Management; Financial Scenarios; and Environmental Coordination.

Volume 3 includes Forecast Reports; and a summary of Public Involvement Activity completed during plan preparation. A coordination and outreach plan was prepared to ensure that the completed HSTP was the result of extensive coordination at multiple levels. First, financial officers and planners from the divisions within HDOT were involved in all steps through the DOT Planning Committee. Second, federal, state, and county agencies were consulted and involved through Sub-STAC workshops which discussed each of the emerging issues. Third, major stakeholders and facility users and lessees participated in workshops and document review. Finally, the public at large was involved through five island-wide workshops on each island.

Start & End Dates

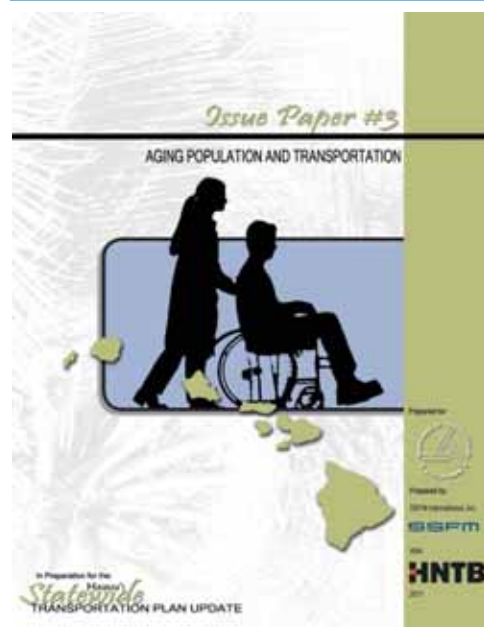
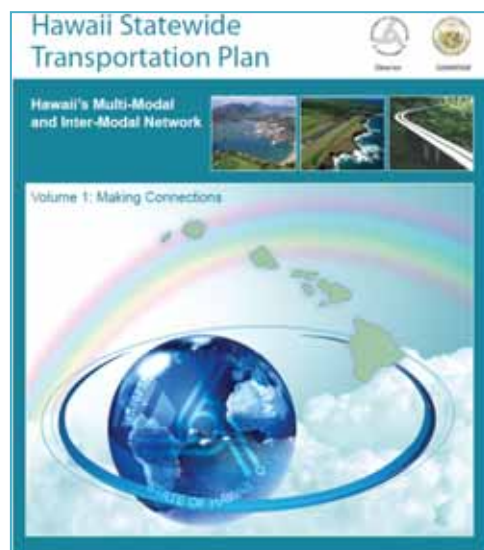
2010-2011

Description of Work Approach

First phase included extensive research on community conditions and emerging issues; this involved senior executive interviews with managers of programs. The issue papers were presented for discussion with a technical advisory group.

The five community meetings included open house stations on important topics manned by the study team. A major presentation was developed and presented during the formal part of the program. Audience was encouraged to participate through interactive audience response and through facilitated discussions.

Project



Cost of Services

\$800,000

Description of Outreach Program

Technical Advisory Group of federal, state and county agencies met to review major subjects and materials.

A round of Statewide community meetings to gather input and receive comments. This included an interactive audience response system to gauge public opinions.

A Dedicated project website allowed reader ongoing interaction with the study team.

2013 Hawai'i Ocean Resources Management Plan Update Statewide, Hawaii

Owner/Client

State of Hawaii
Department of Business, Economic Development & Tourism
State Office of Planning
Mr. Leo Asuncion / (808) 587-2875

Services

The purpose of the 2013 Hawaii Ocean Resources Management Plan (ORMP) is to provide a framework and implementation strategy for state agencies and others working with state agencies. The framework recognizes ecological, cultural, historic, recreational, and aesthetic values while balancing protection with economic development in marine and coastal areas. The ORMP complements Hawaii's vision for a healthy, productive, and sustainable ocean ecosystem that fosters economic growth while preserving and protecting Hawaii's values and needs.

Updated in 5-year increments, the 2013 ORMP was developed with the participation of county, state, and federal agencies responsible for ocean and coastal resources. Statewide public involvement was achieved through two rounds of Public Listening Sessions held on six islands to determine how the ORMP can be more responsive to local communities and stewardship organizations, and to develop new strategies and solutions.

The ORMP is driven by three perspectives: (1) Connecting Land and Sea; (2) Preserving our Ocean Heritage; and (3) Promoting Collaboration and Stewardship. The plan was updated to incorporate the *National Ocean Policy* and integrates with other state efforts such as the *Hawaii 2050 Sustainability Plan* and the *A New Day in Hawaii Plan*.

Most importantly, it identifies 11 management priorities with multiple goals and corresponding metrics to track the progress of each implementation measure.

Start & End Dates

Jan 2012-Jul 2013

Cost of Services

\$265,120

Description of Work Approach

During the first phase of work, managers from user state county and federal agencies were interviewed as to how they were using the previous plan and recommendations for improvement. This frames the process that was used for the update.

The Draft and later Final Plan addressed metrics and strategies for implementation. These were groups into eleven management priorities. Lead agencies were asked to commit to their role by signing the plan.

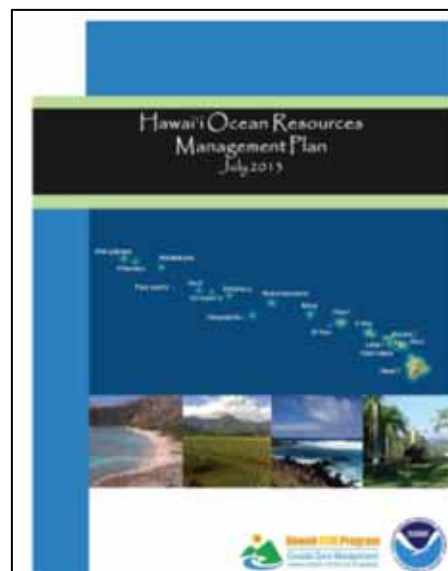
The signature page was both a symbolic and a real commitment to plan implementation.

Description of Outreach Program

Three advisory groups met throughout the process: Policy, Technical and Public. They deliberated on drafts of the plan over a nine month period.

Public input was sought through two rounds of community meetings. This included Open House display, presentation, and discussion groups.

A project website was maintained throughout the project.



Project

Kahekili Highway Improvements
Haiku Road to Kamehameha Highway
District of Koolau, Island of Oahu

Owner/Client

Department of Transportation, Highways Division
Planning Branch, Advance Planning Section
Mr. Brian Tyau / (808) 587-6390

Services

SSFM is providing transportation project planning and preliminary engineering services for the re-evaluation of the 1990 FEIS for the purpose of pursuing and completing the last segment identified in the 1990 FEIS.

This FEIS re-evaluation will include the project planning and preliminary engineering analysis that includes alternatives analysis for the entire corridor from Likelike Highway to Kamehameha Highway with emphasis on the segment from Haiku Road to Kamehameha Highway.

Description of Work Approach

An extensive public and stakeholder coordination effort is required since any proposed projects may have significant social and economic impacts due to the various uses of Kahekili Highway by its users. Several communities and businesses on the windward side of the island utilize this corridor as a pass through highway while the local communities abutting the corridor use the highway as a local road. The purpose of this coordination effort will be for the comprehensive consideration of the public and stakeholders interests and priorities during this reevaluation process and in the outcome.

The project planning work includes the analysis of consistency and coordination with relevant planning studies and programs, and the transportation forecast modeling of the regional roadway network. The preliminary engineering work includes the traffic engineering analysis on the proposed alternatives. The engineering analysis work includes preliminary design, right-of-way assessment, and cost estimation. The alternative analysis will also apply methods to consider the federal requirements and policies; HDOT requirements and policies; all modes of transportation, stakeholders interests and priorities; and social, economic and environmental impacts.

Description of Outreach Program

For this project, SSFM conducted two large community meetings at different stages of the project. Because each meeting had over one hundred attendees, they were organized with Open House, presentation, followed by facilitated break out groups. This allowed everyone to be heard who attended. The break out groups reported back to the full group so that multiple perspectives could be heard.

Start & End Dates

Feb 2011-Feb 2014

Cost of Services

\$990,000



Project

Lihue Community Plan Update
Lihue, Kauai

Owner/Client

County of Kauai
Planning Department
Mr. Mike Dahilig / (808) 241-4050

Services

SSFM is updating the Lihue Community Plan to a forecast year of 2035. Tasks include: special studies, policies, growth projections and future scenarios with build out analyses, urban design, and other land use issues. GIS mapping will be conducted to reflect demographics economic, housing, agriculture, recreation, social, environmental, culture, and historic resources, infrastructure, and traffic circulation. This information will be used to develop an updated Community Plan and Implementation through zoning, CIP and other means.

The Plan is being developed using smart growth concepts, sustainability principles. The plan will help public and private investment in formulating concentrated development that encourages walkable spaces, in conformity with the regional goals of the County General Plan and Lihue Civic Center Master Plan and Lihue –Hanamaulu Urban Design Plan.

The completion date of the contract is December 2014.

Description of Work Approach

SSFM facilitates a Community Working Group which meets monthly to deliberate important issues. SSFM also designed and implements a robust public participation and education program. Included are a project website, several community wide meetings, and media stories designed to encourage enthusiasm and participation in the revitalization of the greater Lihue area.

Description of Outreach Program

This project has a Community Working Group that has met monthly since the project started, sorting through forecasts, alternatives and options for future growth in the Lihue District.

There have been two community wide public meetings at beginning and mid point stages of this project. Attendees are able to draw their thoughts and respond to alternatives and options under discussion.

All materials are posted on a project website and comments can be posted there as well.

Start & End Dates

2013-2014

Cost of Services

\$700,000



Project

Keaau-Pahoa Road Improvements
Project No. STP-130(27)
Keaau, Island of Hawaii, Hawaii

Owner/Client

State of Hawaii, Department of Transportation, Highways Division
Honolulu, Hawaii
Mr. Ken Tatsuguchi / 808-587-2183

Services

Keaau Pahoa Road (Route 130) is the primary route for travel in one of the fastest growing districts of the state. The State Department of Transportation Highways Division is planning a highway widening, the addition of bike and pedestrian facilities, and improvements for safety throughout the corridor between Keaau Bypass and Pahoa Bypass on the island of Hawaii. This project addressed heavy congestion and safety measures in a context sensitive manner.

SSFM was responsible for planning, conceptual engineering, environmental review, agency coordination and public involvement. The project proceeded using a Context Sensitive Solutions process which involved community members, consultants, and HDOT staff in a series of advisory group sessions where all elements of the project were discussed and debated.



Start & End Dates

2007-2010

Cost of Services

\$1,000,000

Description of Work Approach

SSFM managed all specialty sub-consultants to ensure accuracy and quality as well as coordinated and timely results. Major work elements included developing long range traffic forecasts, conducting traffic studies, developing and comparing alternatives, developing civil plan and profile drawings. State and Federal regulations that had to be complied with included Section 106, consultation with Native Hawaiian Organizations, Section 7 consultation on threatened and endangered species, Coastal Zone Management, Title VI Environmental Justice. SSFM was responsible for writing and processing the Draft Environmental Assessment, for responding to comments, and for completing the Final Environmental Assessment and Finding of No Significant Impact. The project was completed in 2011.

Description of Outreach Program

This was one of HDOT first context sensitive projects and it involved a skeptical community. Several public meetings were held at key stages to go over issues raised by them and how they were being addressed.

Most important, a Community Advisory Group made up on community representatives was formed. They met in facilitated meetings for nearly three years. During that time, trust was built between the community members and the study team. This resulted in opening up ability to talk through difficult issues with conflicting perspectives and to find means for resolving, compromising and coming up with a better plan as a result.

Project

Department of Defense, Interoperable Mobile Broadband Data System Planning
DAGS Job No. 26-14-7498
Statewide, Hawaii

Owner/Client

State of Hawaii
Department of Accounting and General Services
Mr. Brian Isa / (808) 586-0484
Ms. Victoria Garcia / (808) 208-3606

Services

SSFM was the Prime Consultant responsible for developing a Strategic Plan for the State of Hawaii that provided a sound basis for the development of a Statewide Interoperable Mobile Broadband Network through either First Net or the "opt-out" provisions of the Middle Class Tax Relief and Job Creation Act. This Strategic Plan was called the Concept of Operations (ConOps) for an interoperable mobile broadband data system for the State of Hawai'i.

The Federal Middle Class Tax Relief and Job Creations Act of 2012 direct the National Telecommunications Information Agency to establish a First Responder Agency to establish a First Responder Network Authority, known as First Net. This is new requirement that must be reflected in the review and analysis for a statewide strategy.

The ConOps is a resource document that provides a sound basis for the development of a Statewide Interoperable Mobile Broadband Network and its connection to the national FirstNet system.

This project was completed in July 2013.

Description of Outreach Program

Outreach was made on an individual basis to all first responder public agencies in the State of Hawaii and its counties.

In addition, there were three group workshops during the nine month duration of the project.

Start & End Dates

2012-2013

Cost of Services

\$250,000



Project

OahuMPO Transportation Asset Climate Change Risk Assessment
Various Locations, Oahu, Hawaii

Owner/Client

Oahu Metropolitan Planning Organization
Ocean View Center
707 Richards Street, Suite 200
Honolulu, Hawaii 96813
Mr. Brian Gibson (808) 587-2015

Services

SSFM was the Prime Consultant for this planning study that involved performing a risk assessment of climate change. Oahu is one of five metropolitan planning areas selected nationally as part of an FHWA Demonstration Project.

GIS maps were produced to show sea level rise effects on the selected transportation assets in present day, 2050, and 2100. The final study report and the other four demonstration area results will be used to inform FHWA how to improve its risk assessment model and how it can be deployed more broadly. The project was completed in November 2011.

Description of Work Approach

The work involves assessing the likelihood and magnitude of three climate change characteristics (stressors) on a prioritized inventory of the transportation assets, which were selected by OahuMPO and a group of transportation professionals during a two-day workshop.

The climate change variables included: Storm surge, sea level rise, and heavy rainfall. The five transportation assets were: Honolulu Harbor, Honolulu International Airport, Farrington Highway, Kalaeloa /Barbers Point and Campbell Industrial Park, and three bridges leading into Waikiki.

Description of Outreach Program

The outreach on this project was with technical and scientific experts in the subject of climate change, sea level rise and severe weather.

Start & End Dates

2011

Cost of Services

\$100,000



Mapunapuna Flooding



Sea level rise effect on three Waikiki Bridges

County of Hawaii
Department of Research & Development
STATEMENT OF QUALIFICATIONS
Fiscal Year 2025-2026

#6: Names & Phone Numbers of Up to 5 Clients



RD.1) COMMUNITY PLANNING
(Community and Economic
Development, Community
Engagement, Culture and
Indigenous Data Science, Strategic
Planning, Sustainability Systems)

Client Information

Name & Title	Agency/Company Address	Telephone No. & Email Address
Mr. Ken Tatsuguchi <i>Head Planning Engineer</i>	State of Hawaii Department of Transportation Highways Division, Planning Branch 869 Punchbowl Street, 5 th Floor Honolulu, Hawaii 96813	(808) 587-1830 ken.tatsuguchi@hawaii.gov
Ms. Natasha Soriano Transportation Planner	County of Hawaii, Planning 25 Aupuni Street, Suite 2103 Hilo, HI 96720	(808) 961-8712 Natasha.Soriano@hawaiicounty.gov
Mr. Andrew Choy Planning Office Manager	State of Hawaii, Department of Hawaiian Home Lands 91-5420 Kapolei Parkway Kapolei, HI 96707	(808) 620-9279 Andrew.H.Choy@hawaii.gov
Mr. Joseph Earing Section Head, Planning Branch	State of Hawaii Department of Accounting and General Services Division of Public Works Planning Branch 1151 Punchbowl Street, Room 430 Honolulu, Hawaii 96813	(808) 586-0486 joseph.m.earing@hawaii.gov
Mr. David Yamashita Planner	County of Maui Department of Planning 2200 Main Street, Suite 315 Wailuku, Hawaii 96793	(808) 270-7735 David.Yamashita@co.maui.hi.us

We approach each project candidly and never promise more than we can deliver; we listen to our clients and look out for their best interests; and, we will always be responsive.

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County of Hawaii
Department of Research & Development
STATEMENT OF QUALIFICATIONS
Fiscal Year 2025-2026

#7

Other Pertinent Information

- **Qualifications & Experience**
- **Performance Awards & Commendation Letters**



RD.1) COMMUNITY PLANNING
(Community and Economic
Development, Community
Engagement, Culture and
Indigenous Data Science, Strategic
Planning, Sustainability Systems)

CORE COMPETENCIES

SSFM International is a Hawaii-based, minority-owned business founded in 1959, incorporated in the State of Hawaii in 1961, and 100% employee owned. We provide professional services for program development, project management, planning, civil engineering, structural engineering, traffic engineering, and construction management assignments throughout the Pacific Region. In addition to the headquarters office in Honolulu, SSFM has offices on the islands of Hawaii, Maui, and Kauai, as well as in Guam, Okinawa (Japan), and Manila (Republic of the Philippines). SSFM's core competencies include the following:



GENERAL QUALIFICATIONS

Our practice is far reaching, but we're always reverential to our Hawaiian Island roots. We find ways for our clients to succeed and manage simple to complex projects from concept and planning through design and construction, navigating procedural and logistical hurdles to realize highly effective conclusions.

Our six decades of experience in the Pacific Region means we know the people, the places, the customs and the challenges of bringing projects to life throughout this region. Our people are connected to the local opportunities, issues and challenges. We have a vested interest in sustainability and resiliency for each community.

As we enter our 7th decade, we face a dramatically changing world. The threats to our islands make preserving our environmental riches as imperative of the way we practice. We are committed to incorporating long-term, sustainable, and resilient solutions in all that we do.

Our practice has solidified the foundation of our firm and established the core values that guide our professional and personal behavior. Our values drive how we treat our clients, our communities and above all, each other.

Our corporate sustainability goals include:

- a commitment to reduce the cost of energy, operation, and maintenance
- to efficiently use water resources and other natural resources
- to reduce waste and pollution
- to increase building and component durability
- to use locally available and produced building products
- commitment to the LEED (Leadership in Energy & Environmental Design) standard, as a member of the U.S. Green Building Council

Our state-of-the-art technologies and extensive in-house computer resources enable the SSFM staff to fully plan, manage and execute in order to optimize projects and integrate team effort on any scale and of any complexity. Our commitment to maximizing the use of technology in all aspects of our operations permits us to provide timely, cost-efficient quality work products that meet or exceed applicable regulations and industry standards. With information technology firmly embedded throughout our team delivery business practice, SSFM is recognized for being the program and project management, planning, and engineering consultant of choice for numerous Owners and Clients.

Major strengths which SSFM brings to each project assignment are:

- Mobility and flexibility
- Our aggressive geographic approach
- Our willingness to explore and implement non-traditional project approaches
- A highly-qualified technical staff to meet all Client expectations
- The involvement of principals and senior project managers in a hands-on manner so that project commitments and decisions are made in real time
- Our commitment to meet or beat tight schedules
- A competitive advantage for our Clients due to our and overriding commitment to succeed
- The SSFM attitude of partnering with the entire Project Team in order to successfully deliver project assignments

PROJECT MANAGEMENT QUALIFICATIONS

Project Management is more than a primary core competency of SSFM – it is *the* critical component of our strategy to ensure success time after time for our clients and their projects. We offer proven processes and highly qualified personnel, all in-place to provide **excellence in project management**. We fully realize that we are judged on our overall performance—from management to overall quality, real-time responsiveness and cost controls. Bottom line, we recognize this simple reality: SSFM is successful only when our clients' projects are successful.



SSFM brings to bear a staff of experienced senior project managers with demonstrated track records of successfully managed projects of varying sizes and complexities. Our senior project managers are diverse in their qualifications and experiences. As a direct result, they are better able to provide a wide range of highly effective solutions on behalf of our clients. Most important of all, the common approach by all of our senior project managers is to look at individual project assignments through the eyes of the client.

Project management services provided by SSFM include:

- Owner's Representation Services
- Contract Administration

- Project Coordination
- Basic Criteria Documentation
- Quality Assurance/Quality Control
- Infrastructure and Facilities Master Plans and Feasibility Studies
- Condition Assessments

As Project Managers, we assist Owners/Clients in defining the project, developing the scope of work, preparing requests for proposal (RFP) or requests for qualifications (RFQ), and in assisting with the selection of required professional services. Ultimately, we provide our combined expertise as a representative of the Owner/Client and manage the project on their behalf.

Our Project Managers are responsible for the following:

- Communicate routinely, assist with implementation of project delivery strategies, and assist with brainstorming and development of solutions.
- Ensure project control via overall coordination and management of projects, from inception through completion.
- Develop the quality control section of the Project Management Plan to identify the specific level and quality control of the engineering services, conceptual design and/or environmental planning study.
- Identify Stakeholders and determine their requirements; manage and influence those requirements to ensure a successful project.
- Analyze and fully understand the specific mission-needs of the Project, and task a matrix team of multi-discipline professionals.
- Articulate the Client's goals and objectives to the Project Team members and external groups.
- Provide clarification and accurate documentation of the scope of work for the entire Project Team.
- Execute planning of the project in all aspects of definition, schedule and budget.
- Coordination and scheduling of sub-consultants.
- Monitor the progress of the project to determine actual work accomplished versus cost-to-date versus budget.
- Perform appropriate actions to maintain project schedule and budget.
- Record meeting minutes and memoranda of significant events and decisions.
- Serve as the single point-of-contact for the Client.
- Coordinate all conceptual, design and technical reviews.
- Conduct quality assurance audits.
- Coordinate, prepare, and print all contract documents.

PLANNING QUALIFICATIONS

The Strategic Services Group (SSG) at SSFM provides planning, traffic engineering, and environmental services for a wide range of projects in the State of Hawaii and the Pacific Region. SSG is composed of highly qualified and experienced professionals with the requisite technical qualifications and diverse project experience to effectively design, manage, and conduct complex planning processes. Our projects frequently bring together multi-disciplinary teams that work with government agencies and community members to identify shared visions and implementable solutions for transportation, infrastructure, land use, climate change, and other issues important to communities.



Our aim is always to devise effective and innovative solutions that are transformative to a project, mitigate obstacles, and deliver results. We build in context-sensitive and inclusive community engagement processes to build and document support from key stakeholders. Tools such as geographic information system (GIS) mapping, websites, story maps, graphic renderings, branding, and other visual elements are incorporated into all of our projects for effective communication and transparency. We also utilize work plans, schedules, and other project management resources to monitor project status, keep clients and project teams informed and provide responsive communication.

We offer a full suite of environmental planning and permitting services for projects at all scales, from large-scale master planned developments to resource management and restoration projects. Our environmental planners have an excellent understanding of land use, environmental and public participation requirements and are able to deliver results under demanding project schedules and constraints. We develop a comprehensive scope of services for the necessary work tasks and agency requirements relative to the circumstances for each unique project, including its surrounding community area.

Our range of services includes:

Long-Range Community and Land Use Planning

SSFM has led a number of award-winning long-range planning processes at the State, County, and regional levels. Our processes are innovative, inclusive, and transparent, with the intention of bringing together technical, agency, and stakeholder goals and knowledge to create plans that are implementable and embraced by the community. We have a proven track record for completing complex plans on time and within budget, as well as establishing groundwork for implementation.

Federal NEPA and State HRS Chapter 343 Compliance (EIS, EA, and Categorical Exclusion)

We are well versed in the regulatory requirements and procedures associated with preparing and processing NEPA environmental compliance documents, including State of Hawaii HRS Chapter 343 documents. In addition to being the primary authors, we manage specialized teams preparing technical studies involving traffic, archaeology, culture, biological resources, socioeconomics, air quality, noise, marine and fresh water quality, and hazardous materials. We coordinate all project team work tasks and deliverables to meet established schedules, achieve project milestones, and ensure quality of reports. We are experienced in developing environmental mitigation tracking databases for use during design and construction.

Assistance with Federal NEPA Agency Consultations

We regularly prepare for and assist federal agencies who need to conduct consultations in compliance with federal and requirements for Section 7 of the Endangered Species Act, Section 106 of the Historic Preservation Act, Section 4(f) of the Department of Transportation Act, Section 404, Section 6(f) of the Land and Water Conservation Act and Essential Fish Habitat. We understand the importance of conducting consultations early and often with resource agencies.

Discretionary Land Use Approvals and Permitting

We maintain a close working relationship with Federal, State and County resource agencies that accept, process and approve discretionary permits such as, USACE Honolulu District Section 10 and 404 Permits, Department of Health Section 401 Water Quality Certification, Coastal Zone Management, County Special Management Areas and Shoreline Setbacks Areas, zoning and land use approvals.

Policy Planning, Inter-agency Agreements and Creative Re-Organization

We utilize our experiences and network to seek collaboration for the benefit of all parties. A significant element of SSFM's value to clients is over a half century of relationships and knowing who to call. Success means that new strategies achieve client goals while adding to the benefits and returns for all collaborators, partner agencies, stakeholders, and the community at large.

Traffic Engineering, Traffic Impact Analysis and Transportation Planning

Our Traffic Engineers provide analysis and engineering design to forecast, model and plan for multi-modal transportation systems. We are experts at identifying and programing effective complete streets improvements to maximize multi-modal opportunities and efficiency. We provide transportation planning to help transportation systems effectively and efficiently move people and goods, influence urban development, affect economic vitality, and impact quality of life.

Climate Change Adaptation and Resilience

SSFM has been instrumental in projects to address resilience and climate adaptation across the state. This work has included preparing an economic recovery strategy to safeguard Hawai'i's small businesses from natural disasters, leading a project to explore managed retreat as a key part of Hawai'i's climate adaptation strategy, and establishing resilient design principles for urban development in Honolulu. Our team stays at the forefront of climate science and policy through our projects and participation in events and conversations statewide.

Master & Implementation Planning

We provide long-range strategic guidance for orderly development and support to guide projects through environmental, government and community processes.

Environmental Planning & Compliance

We provide environmental planning and impact analysis that result in strategies which are contextually sensitive, sustainable and garner approvals.

Context Sensitive Solutions, Public Engagement and Outreach

We develop innovative and inclusive public and agency participation plans for managing community relations, public outreach and stakeholder involvement as necessary to meet NEPA or other requirements. We engage stakeholders through a variety of digital and in-person methods to gather and document input and support throughout the planning process.

GIS, Graphics, and Mapping

We provide a comprehensive suite of graphic design services to effectively communicate project goals and proposed solutions. We utilize the latest practical applications of GIS in projects which may include use of custom applications, out-of-the-box solution applications, and real-time data entry and sharing via cloud storage databases.

Transit-Oriented Development

We provide master planning, engineering, project and construction management to take TOD projects from inception through construction.

PUBLIC PARTICIPATION & INFORMATION QUALIFICATIONS

Public participation and the timely release of pertinent information is crucial for a major public improvement or private sector improvement involving public infrastructure since projects of this nature directly affect not only the facility users but also the surrounding businesses and residents. All of these stakeholders need to be kept fully informed, updated and involved in the process. Adequate public input and communication greatly reduces both the public's collective concerns and potential project delays due to misinformation. Many times the goal in our public participation process is to achieve higher levels of commitment toward change.

Our basic approach involves:

- **Interactive Approach:** Establishing and maintaining throughout the process meaningful regular and interactive contact among all of the parties.
- **Work Sessions:** Regular work sessions involving all of the interested parties.
- **Consensus Building Process:** A process that includes initial meeting with the entire decision-making group, interviews and/or focus groups, and charrettes/workshops.
- **Our Principals and Project Managers** have extensive experience in preparing and delivering presentations to Clients, Facility Users, Owners, and to the general public for project planning, announcements, utility outages and other potential topics of concern.

GIS AND INFORMATION TECHNOLOGY SYSTEMS EXPERIENCE & QUALIFICATIONS

SSFM provides application based GIS and information technology services with a focus on providing cost-efficient, flexible, and user-friendly desktop, enterprise, or web-based management tools. These services provide our clients with efficient management of substantial amounts of geo-based information data which allow our clients to successfully manage complex and large-scale project development and operations. We help our clients collect data and implement visualization tools which use state-of-the-art software and systems.



Representative services that SSFM provides are:

- Geographic Information Systems (GIS)
- Document and Data Asset Management

-
- System Integration and Web-based Enterprise Systems
 - Graphic Design and Presentation Development
 - 3D Rendering and Modeling
 - Web Development and Hosting

SSFM works closely with clients to design and implement cost-effective spatial solutions and routinely uses GIS to capture, manage, manipulate, analyze, model and display geographically referenced data. We integrate GIS with other capabilities such as Global Positioning Systems and numerical modeling. SSFM's GIS and IT specialists will design the architecture and data schemas, integrate functional systems and deploy robust database solutions, including Oracle, MS Access, SQL and other database technologies. We will customize maps, views, user interfaces and databases to meet client needs and specifications as well as planned and developed .NET and .ASP web-based solutions for consolidated systems.

SSFM has applied GIS for:

- Land development project assignments including planning, engineering, marketing, and operations/maintenance databases
- Facilities and infrastructure planning, engineering, and operations/maintenance databases
- Database archiving and retrieval
- Document Management
- Public Outreach and Hearings
- Environmental Mitigation Compliance Tracking

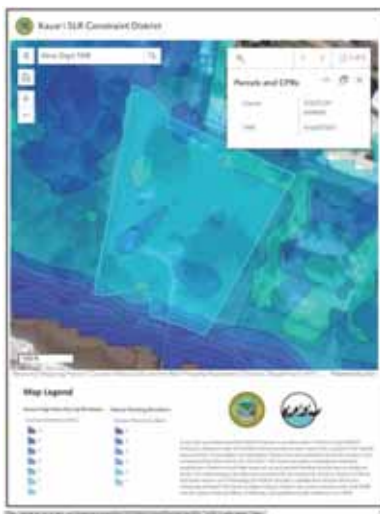
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Performance Awards and Commendation Letters

SSFM International is an award winning firm, serving a wide variety of clients, and is recognized throughout the State of Hawaii and the Pacific Region for high quality project management, planning, design and engineering. We approach each project candidly and never promise more than we can deliver; we listen to our clients and look out for their best interests; and, we care about our work and believe in our product. **For SSFM, quality is an expectation.**

The following is a listing of awards and recognition that SSFM International has received from local and national organizations:

PERFORMANCE & RECOGNITION AWARDS



County of Kaua'i Sea Level Rise Constraint District

2024 American Planning Association, National Award for Resilience and Sustainability.

2023 American Planning Association, Hawaii Chapter, Community-Based Planning Award.

The County of Kauai adopted a new Sea Level Rise (SLR) Constraint District within its Comprehensive Zoning Ordinance to do just that, making it the first county in Hawaii and among the first in the nation to incorporate scientific modeling for climate change induced hazards into land use regulations. The Sea Level Rise Constraint District represents a proactive approach to community resilience that can be used in conjunction with shoreline setback rules and other land use regulations to minimize the threat to public health and safety, promote resilient planning and design, and reduce the expenditure of public monies for costly flood control projects necessitated by accelerating SLR.



Department of Hawaiian Home Lands General Plan Update 2020

2024 American Planning Association, Sustainable Communities Division Awards for Excellence in Sustainability.

2023 American Planning Association, Hawaii Chapter, Outstanding Planning Award.

This comprehensive, long-range plan update involved extensive outreach to Hawaiian Home Lands trust beneficiaries and incorporated many new subjects that had heretofore not been addressed by the DHHL General Plan. This General Plan Update, for the first time, incorporated the most current information on climate change in a technical background white paper that became the basis for climate change-related policies that were integrated throughout the Plan and were mutually reinforcing with policies on land use, infrastructure and other related areas.

PERFORMANCE & RECOGNITION AWARDS



North Shore Coastal Resilience Working Group

2023 American Planning Association, Hawaii Chapter, Community Based Planning Award.

In 2021, Surfrider Foundation and Hawaii Sea Grant partnered with SSFM International to convene the North Shore Community Resilience Working Group (NSCRWG). The NSCRWG was developed to discuss and identify possible solutions and address increased impacts from coastal erosion and flooding within the North Shore planning district, which includes the shoreline from Kaena Point to Velzyland. The NSCRWG represents the first community-driven coastal resilience focused working group in Hawaii. It brought together diverse public and private stakeholders to facilitate meaningful, community driven discussions about climate resilience and the future of coastal management on the North Shore through the blending of technical, regulatory and community perspectives. This effort laid important groundwork for the community to advocate for plans, policies, and solutions to increase coastal resilience and educate others in the community.



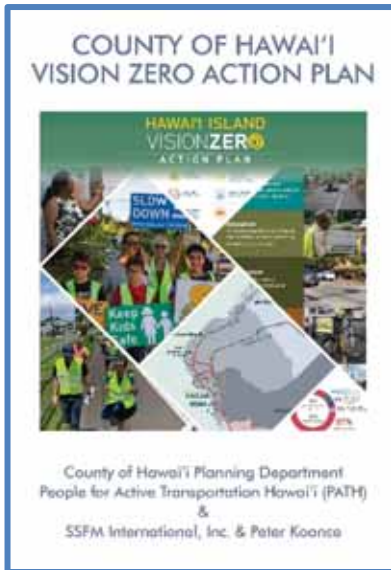
Keaukaha Quick Build County of Hawaii Planning Department

September 2022, recognized by the American Planning Association, Hawaii Chapter. Community-Based Planning Award.

The project represented a State/County collaboration in a predominantly native Hawaiian community. The majority of Keaukaha is owned by the State Department of Hawaiian Home Lands, including the schools, roadways, and surrounding residences, which are predominantly Hawaiian Homesteads.

This project sought to promote complete streets principles by transforming the way public rights of way are used for the benefit, health, and enjoyment of all. To achieve this, the continuous walking and biking pathway repurposed space within the existing right of way to provide additional space for pedestrians and bicyclists.

PERFORMANCE & RECOGNITION AWARDS



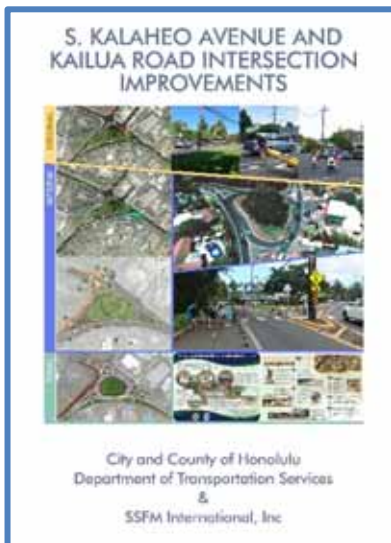
Vision Zero Action Plan County of Hawaii

October 2021, recognized by the American Planning Association, Hawaii Chapter. Transportation Planning Award.

The County of Hawaii's Vision Zero Action Plan identifies a path for the County to achieve its goal of eliminating traffic related fatalities and serious injuries in accordance with Vision Zero, a fundamentally new approach to traffic safety that is being adopted in states and municipalities worldwide.

This Vision Zero Plan is the first to be completed and adopted in the State of Hawaii. The plan was produced through the efforts of a multi-disciplinary Vision Zero Task Force comprised of representatives from the County and State, as well as emergency response, the health industry, and advocacy.

The Task Force used the data analysis to identify priority Vision Zero actions in four categories: Education and Encouragement, Enforcement, Engineering, and Evaluation. The actions in the Plan are organized into short-term, mid-term, and long-term priorities.



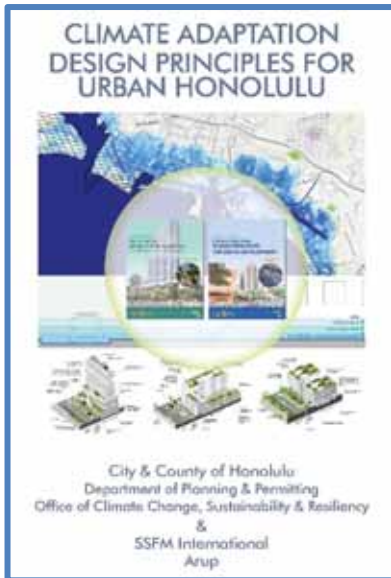
S. Kalaheo Avenue and Kailua Road Intersection Improvements, Kailua, Hawaii

October 2021, recognized by the American Planning Association, Hawaii Chapter. Implementation Award.

The Kalaheo Avenue and Kailua Road Intersection Improvements project was initiated by the City and County of Honolulu's Department of Transportation Services (City), under contract with SSFM International, with the goal to address operational and safety concerns at the intersection.

A "Lighter, Quicker, Cheaper" interim pilot project was implemented to reconfigure the stop-sign controlled intersection into a non-standard single-lane "triangle-about" roundabout. The success of the interim pilot project improved the community's understanding of how roundabouts work. It also enabled the City to pursue full reconstruction that will result in a more standard modern roundabout that includes geometric, drainage, and lighting enhancements to improve automobile operations while continuing to prioritize multimodal safety/accessibility.

PERFORMANCE & RECOGNITION AWARDS



Climate Adaptation Design Principles for Urban Honolulu Honolulu, Hawaii

October 2021, recognized by the American Planning Association, Hawaii Chapter. Best Practice Award.

The Climate Adaptation Design Principles project exemplifies the proactive, forward-thinking planning approach needed for municipalities to address the significant challenges posed by climate change. With development of TOD areas along the rail corridor a City priority, DPP TOD Division and OCCSR recognized an urgent need and opportunity to ensure that the impacts of climate change are considered in new development. Guidance was also needed to inform updates to regulations, codes, and policies around built environment resilience, which can take years to implement.

The Background Research and Design Principles documents help outline a path forward for the City while also educating the public and development community about climate adaptation science and best practices. The Design Principles can also be referred to in reviewing discretionary permits for planned developments, thereby having an immediate potential effect as the City moves ahead with regulatory updates. Both documents are available for download at www.honolulu.gov/tod.



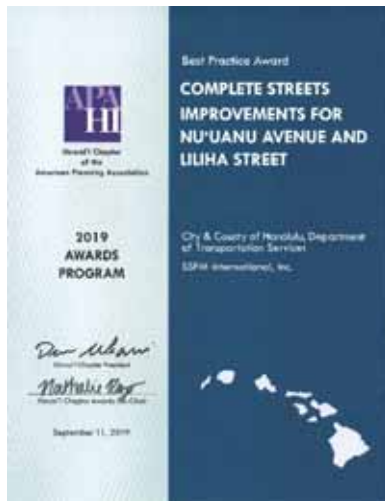
County of Hawaii, Transit and Multimodal Transportation Plan

September 2019, recognized by the American Planning Association, Hawaii Chapter. Transportation Planning Award.

The County of Hawaii Transit and Multi-Modal Master Plan (Master Plan) presents a set of programs to provide a wider range of transportation options, reduce dependence on the automobile, and reduce the negative effects of transportation on the environment and climate change.

In the first year of implementation, the Master Plan has supported applications for federal grants to purchase buses, state and local efforts for alternative energy for transportation and a wide variety of other efforts. New buses arrive in early 2020 and they will be deployed first on the cross-island route and the Puna hub and spoke, which were top priorities in the Master Plan.

PERFORMANCE & RECOGNITION AWARDS



Complete Streets Improvements for Nuuanu Avenue and Liliha Street, Honolulu, Hawaii

September 2019, recognized by the American Planning Association, Hawaii Chapter. Best Practice Award.

The Complete Streets Improvements for Nuuanu Ave and Liliha St project was undertaken by the City and County of Honolulu Complete Streets Program and a consultant team from SSFM International. The project goal was to identify community-driven context sensitive complete streets solutions to enhance livability, safety, and neighborhood character along Nuuanu Avenue and Liliha Street.

The project team designed a context-sensitive process that combined technical analysis and educational outreach with community input led by a stakeholder advisory group.



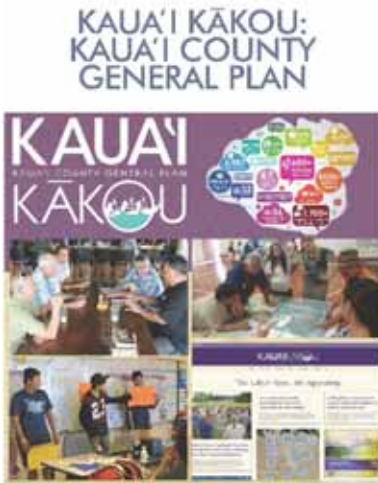
Waimānalo Community Values and Priorities Waimānalo, Hawaii

October 2018, recognized by the American Planning Association, Hawaii Chapter as its 2018 Community-Based Planning Project.

The scope and objectives of the project were defined in collaboration with a community leaders' working group that included respected community members representing diverse segments of Waimānalo. The following project goals were identified: to preserve and restore the resources within Waimānalo's ahupuaa; help maintain the community's character over time; express the community's kuleana to Waimānalo and each other; mobilize local and outside resources to get projects done and address community priorities; provide guidance for Neighborhood Board and community organization decision-making; communicate local priorities to city and state decision-makers; and, communicate to newcomers and visitors an understanding of the fundamental values of Waimānalo.

The resulting Keeping Waimānalo, Waimānalo: Community Values & Priorities for the Future – Exploratory Document was released in December 2017.

PERFORMANCE & RECOGNITION AWARDS



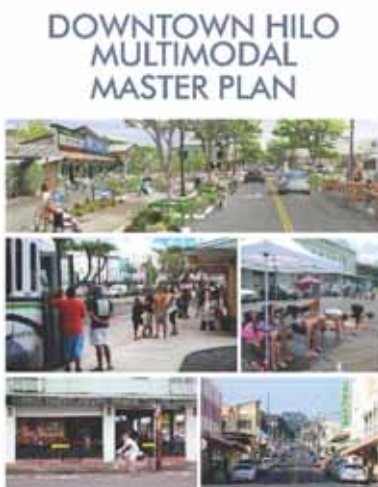
Update of the Kauai County General Plan Island of Kauai, Hawaii

October 2018, recognized by the American Planning Association, Hawaii Chapter as its 2018 Outstanding Planning Project.

2019, recognized by the American Planning Association (national) with the Daniel K. Burnham Award for a Comprehensive Plan.

In February of 2018, the update of the Kauai County General Plan was adopted by the Kauai County Council, following a three year planning effort. It was signed into law by Mayor Bernard Carvalho the following month. The plan, entitled Kauai Kākou, was prepared by the Kauai County Planning Department, along with a consultant team led by planners from SSFM International's Strategic Services Group.

The project team deployed an extensive community engagement program that sought widespread participation in developing a new and improved General Plan Framework consisting of a Vision statement, four overarching Goals, nineteen key Policies, 42 Objectives, and 607 Actions. The Objectives and Actions were organized into ten topical areas, or Sectors: The Watershed, Housing, Land Transportation, Critical Infrastructure, Shared Spaces, Economy, Heritage Resources, Energy Sustainability & Climate Change, Public Safety & Hazards Resiliency, and Opportunity & Health for All.



Downtown Hilo Multimodal Master Plan Hilo, Hawaii

October 2018, recognized by the American Planning Association, Hawaii Chapter as its 2018 Transportation Planning Project.

The Downtown Hilo Multimodal Master Plan (DHMMP) was a multi-year planning effort undertaken by the County of Hawaii Planning Department, assisted by lead consultant SSFM International and a team of technical consultants. Hundreds of Hilo residents, organizations, and agencies were participated in the highly inclusive planning process with the collective goal of making Downtown Hilo a more vibrant, walkable and bike friendly community for people of all ages and abilities.

The DHMMP calls for complete streets improvements that elevate Downtown Hilo as a destination and gathering place through improvements that support walkability and increased transportation choices for all modes. To achieve the desired Downtown environment, the DHMMP intentionally shifts the modal priority away from the current vehicle-dominated paradigm, and adopts a new "transportation hierarchy" that prioritizes non-motorized modes (walking and biking), as well as transit, over single occupancy cars.

PERFORMANCE & RECOGNITION AWARDS



Hale Kula Elementary School, Classroom Building Wahiawa, Oahu, Hawaii

January 2016, the Masonry Institute of Hawaii recognized this project as their 2015 Project of the Year.

SSFM served as the structural engineer and civil engineer for this project that included a new 8 classroom building, library, administration building, covered play court, covered dining building; custodial center and special education classroom additions; and, reroofing, painting and abatement of 40 existing classrooms. The project added 4 major buildings and numerous renovations and additions to the existing K-5 campus with 969 students.

The Architect-of-Record was Design Partners, Inc.



Complete Streets Designs Manual Island of Oahu, Hawaii

On 15 October 2015, this project was recognized by the American Planning Association, Hawaii Chapter, as its Outstanding Transportation Planning 2015 Project.

On 10 January 2016, this project was also recognized by the American Council of Engineering Companies, Hawaii. The project received an Engineering Excellence, Honor Award.

SSFM provided professional planning services for the implementation of the goals and requirements of the City & County of Honolulu's Complete Streets Ordinance.

The Manual identifies cost-effective opportunities to implement complete streets and recommend ways to integrate multimodal traffic engineering improvements into projects that originate outside the scope of Complete Streets.



Emergency Relocation of Keonepoko Elementary School Pahoa, Island of Hawaii

June 2015, the Building Industry Association of Hawaii recognized this project with a Merit Award in the Public Works Category.

SSFM provided emergency management and support services for the construction and relocation of assets from Keonepoko Elementary School due to the Puu Oo Vent lava flow crossing Highway 130 and impacting Pahoa Town. The project included planning, design, and construction management services for construction of a temporary elementary school campus for 450 students at the Keaau High School Athletic Parking Lot.

Estimated construction cost: \$3 million

PERFORMANCE & RECOGNITION AWARDS



2015 Engineering Firm of the Year Honolulu, Hawaii

On 8 May 2015, NAIOP Hawaii recognized SSFM International as its 2015 Engineering Firm of the Year during an award gala held at the Royal Hawaiian Hotel in Honolulu, Hawaii.

The Hawaii Chapter of the National Association of Industrial and Office Properties (NAIOP) has served as the state's leading association for the commercial real estate industry's decision-makers since 1988. This influential group of developers, owners, investors, asset managers, lenders and other industry professionals plays an active role in legislative representation, professional development and networking at both the local and national levels.

Each year, NAIOP Hawaii's Kukulu Hale Awards recognize the achievements of those who have made significant contributions to Hawaii's commercial real estate industry, enriching our community through their projects, professionalism and civic service.



Crater Rim Drive, Hawaii Volcanoes National Park Island of Hawaii Contract DTFH68-06-D-00011, Task Order T-09-002

On 19 January 2014, this project was awarded a Honor Award for the 2014 Engineering Excellence Awards Competition by the American Council of Engineering Companies of Hawaii.

SSFM was the Prime Consultant responsible for the rehabilitation of a 2.8 mile segment of this roadway within the Hawaii Volcanoes (HAVO) National Park. Estimated construction cost \$6.4 million.



Parking Structure for the Joint Traffic Management Center and the Alapai Transit Center, Corner of Alapai and King Streets, Honolulu, Hawaii

JTMC Parking Structure: Award of Excellence 2014, GCA of Hawaii; and; Award of Excellence 2013, Post-tensioning Institute of America

Alapa'i Transit Center: Award of Excellence 2014, American Institute of Architects, Honolulu Chapter

SSFM provided overall program management services, 30% design and construction management for the 411-car Joint Traffic Management Center Parking Structure and program and construction management of the Alapai Transit Center. \$24 million.

PERFORMANCE & RECOGNITION AWARDS



Evaluation and Update of Hawaii 2006 Ocean Resources Management Plan, Statewide, Hawaii

On 19 September 2013, this project was recognized by the American Planning Association, Hawaii Chapter, as its Outstanding Planning 2013 Project.

SSFM provided professional planning services for the evaluation and update of The Hawaii Ocean Resources Management Plan (ORMP).

The ORMP plan provides a framework for integrated coastal management that aligns the management agency jurisdictions of the federal, state and county level to support the cultural, environmental, and socio-economic needs of the State of Hawaii.



Asian Tropical Forest Elephant Exhibit, Honolulu Zoo Honolulu, Hawaii

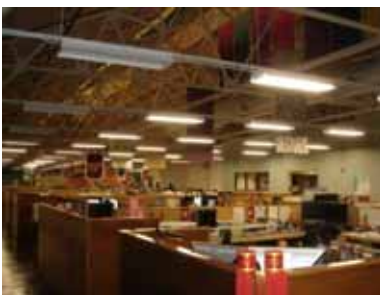
In January 2013, this project was awarded the 2013 Engineering Excellence award by the American Council of Engineering Companies of Hawaii.

SSFM International was the Prime Consultant for the planning and design of this new elephant habitat that was designed as a natural jungle setting to bring the elephants as close as possible to visitors for viewing while maintaining both visitor security and elephant privacy.



Construction Management Services Market Street Improvements, Phase II (Kahawai Street to Mokuhau Road) FAP No. ARR-3045(2) Wailuku, Maui, Hawaii

This project was selected by the Hawaii Society of Professional Engineers, Maui Chapter for the 2012 Project of the Year.



SSFM Honolulu Office LEED Gold Certification, Existing Building Operations & Maintenance (EBOM) Honolulu, Hawaii

In January 2012, this project was recognized by the American Council of Engineering Companies of Hawaii (ACECH) for demonstrated environmental leadership in creating a sustainable office through efficient and sustainable practices. This was the 1st LEED Gold EBOM Certification in the State of Hawaii. The project also received the 2012 ASHRAE Technology Award, Honorable Mention, in the Category I for Existing Commercial Buildings.

PERFORMANCE & RECOGNITION AWARDS



Ka Haka Ula O Ke'elikolani, College of Hawaiian Language Building, University of Hawaii at Hilo Hilo, Hawaii

In May 2014, this project was recognized by the National Association of Industrial and Office Properties (NAIOP) with the 2014 NAIOP Kukulu Hale Award of Excellence for in the Public / Government Project Category.

In July 2010, this project was recognized by the American Institute of Architects for creativity, originality, power and potential for this 60,000 sf building on the University of Hawaii at Hilo Campus. SSFM is the Prime Consultant of the project and WCIT Architecture is the architect-of-record responsible for the design of the facility.



Hawaii Water Systems Technical Studies Program Statewide Dam Break Analysis, Hawaii Contract No. W9128A-05-D-0001 TO 0017

In May 2010, SSFM received an Award of Excellence from the US Army Corps of Engineers, Honolulu District in recognition of outstanding performance for the dam break analyses of the Aepo and Elua Reservoirs, Kauai, Hawaii. Work products were described as technically correct, complete, prepared in a timely manner, and responsive to the government objectives. The methodologies developed in this study are now standard for the conduct of dam break studies.



Context Sensitive Solutions (CSS) Process for the Keaau-Pahoa Road Improvement Project, Keaau to Pahoa Project No. STP-13-(24) Island of Hawaii

In November 2009, SSFM received an Honor Award from the American Council of Engineering Companies for the management of the context sensitive solutions process for this project. The CSS process promotes highly focused public outreach and continuous community involvement and, applied to this important transportation project, played a pivotal role in moving the community from a position of distrust to a position of "ownership", as residents became true stakeholders in helping ensure the ultimate success of this critical roadway improvements project.



FY08 MCON P-587, Sub Drive-In Magnetic Silencing Facility (MSF), Beckoning Point Pearl Harbor, Hawaii.

In recognition of exceptional performance, SSFM and joint venture partner, Moffatt & Nichol, were recognized by the Naval Facilities Engineering Command, Pacific, for "...extraordinary professionalism, technical excellence and total commitment to the project that were required to expedite the completion of the final design for the Sub Drive-In MSF. This complicated project design was delivered on time and within budget despite numerous changes in scope with no schedule or budget revisions." This is an \$87.6

PERFORMANCE & RECOGNITION AWARDS



million new submarine facility. Additional awards received include the following:

- 1) American Society of Civil Engineers, Hawaii Section (ASCE-H), 2011 Outstanding Civil Engineering Award in the Building/Structural Systems Project Category.
- 2) American Council of Engineering Companies, Hawaii (ACECH), 2012 Grand Conceptor Engineering Award.
- 3) Project Management Institute, Hawaii, 2011 Project of the Year, 2nd Place.
- 4) American Council of Engineering Companies, California (ACEC-California), 2012 Engineering Excellence Honor Award.
- 5) American Council of Engineering Companies (Washington DC), 2012 Engineering Excellence Honor Award (1 of 16 national awards in 2012)



Pedestrian Accessibility Route Improvements, Honokaa, Hawi, and Kapaau Island of Hawaii

SSFM received the Award of Merit in the Public Design Category for this project in the 2008 Accessible Design Awards sponsored by the Disability and Communication Access Board (DCAB). SSFM was the Prime Consultant for this project for the State of Hawaii, Department of Transportation, Highways Division.

The purpose of the project was to upgrade the highway through the towns of Honokaa, Hawi and Kapaau to meet the requirements of the Americans with Disabilities Act and provide an accessible route through each of the towns.



University of Hawaii, John A. Burns School of Medicine Kakaako, Honolulu, Hawaii

SSFM was the Structural Engineer of record for this \$115 million this new medical complex under a design/assist project delivery method. The facility consists of four buildings: Research Building, Education/Administration Building, Central Plant Building and Ancillary Building. In 2006, SSFM received the Concrete Achievements, 2006 Judges Award for engineering excellence using concrete and concrete products for this project.

PERFORMANCE & RECOGNITION AWARDS



Facilities Project Management And Tracking Database System (FACTRAK)

Honolulu, Hawaii

SSFM was the Prime Consultant (overall project manager and designer) that assembled and led a team of sub-consultants who helped program and develop this project reporting system. In 2005, SSFM received an Honor Award from the American Council of Engineering Companies, Hawaii for this innovative information system that allowed the State Department of Education to manage, organize, and track information for their Repair and Maintenance Program (R&M) and Capital Improvement Program (CIP) for the 256 public schools within the State of Hawaii.



C-17 Support Utilities & Parking Lot, Phase 1 & Phase 2

Hickam Air Force Base

Oahu, Hawaii

SSFM was the Prime Consultant for this project for the US Army Corps of Engineers, Honolulu District. SSFM received an Excellent Performance Evaluation on 22 June 2004 and the 2005 Award of Excellence on 19 April 2005 from the US Army Corps of Engineers, Honolulu District.



Sewer Outfall Extension at Fort Kamehameha

Pearl Harbor, Oahu, Hawaii.

SSFM was the Prime Consultant responsible for the planning and design of this award winning \$20 million project for the Department of the Navy, Pacific Division, Naval Facilities Engineering Command, Pearl Harbor. The project involved planning and design of a 42-inch diameter sewer outfall approximately 2.4 miles long that transverses over a coral reef and descends into the eastern edge of the Pearl Harbor Entrance Channel. Awards received have included the following:



- (1) NAVFAC 2005 Design Award: "Merit Award for Engineering in recognition of an especially high level of excellence in design." Presented by the Department of the Navy, Naval Facilities Engineering Command, Washington Navy Yard DC.
- (2) American Public Works Association (APWA) National 2005 Public Works Project of the Year (Environmental Project Over \$10 million Category).
- (3) APWA Hawaii Chapter 2004 Public Works Project of the Year (Environment Project Category).
- (4) American Society of Civil Engineers (ASCE), Hawaii Chapter 2004 Outstanding Civil Engineering Achievement award.



PERFORMANCE & RECOGNITION AWARDS



Benchmarking U.S. Insular Areas in the Pacific for the Department of Interior 10 Pacific Island Governments

SSFM was the Prime Consultant responsible for planning and execution of a baseline benchmarking infrastructure and public facilities on Pacific Islands where funding has been provided by the U.S. Government. 2004 National Finalist for Engineering Excellence Awards competition with the American Council of Engineering Companies and 2003 Excellence Award from the American Council of Engineering Companies – Hawaii.



Information Technology and Training Facility for the Oceanic Institute Makapuu, Oahu, Hawaii

SSFM was the Prime Consultant responsible for the planning and design of this project. Recipient of the Institutional & Judges Grand Award (2003) from the Associated Builders and Contractors, Inc. (Hawaii Chapter).

Renovation of Kalihi Valley Homes, Phase 1 Honolulu, Hawaii

SSFM was the Structural Engineering and Civil Engineering Subconsultant to Group 70 International, Inc. for this project. Recipient of the Renovation (Public/Non-Profit/Government) of the Year Award (2002) (Kukulu Hale Awards) from the National Association of Industrial and Office Properties.



Manana Property Development Kuala Street and Phase IV Roads Project Honolulu, Hawaii

SSFM was the Construction Manager for this federal aid road improvement project. Recipient of the 2002 Project of the Year for Transportation More Than \$10 Million from the American Public Works Association, Hawaii Chapter.



Manana Property Development, Manana Bus Maintenance Facility Project Honolulu, Hawaii

SSFM was the Prime Consultant for the Planning for the Manana Bus Maintenance Facility; and, the Structural Engineer for the Manana Bus Maintenance Facility. Recipient of the 2002 Project of the Year for Structures More Than \$10 Million from the American Public Works Association, Hawaii Chapter.

PERFORMANCE & RECOGNITION AWARDS



Queen's Medical Center Emergency Department Relocation Honolulu, Hawaii

SSFM was the Structural Engineering and Civil Engineering Subconsultant to Architects Hawaii Ltd. for this project. Recipient of the 2001 Renovation of the Year Award for the (Kukulu Hale Awards) from the National Association of Industrial and Office Properties.

PCE for Military Construction Project P-594, Modernize Bachelor Enlisted Quarters (BEQ), Building 1723 Naval Station, Pearl Harbor, Hawaii

SSFM was the Structural Engineering Subconsultant to Yamasato Fujiwara Higa & Associates, Inc. for this Department of the Navy, Pacific Division, Naval Facilities Engineering Command project that incorporated new structural engineering criteria for progressive collapse and blast design requirements (Anti-Terrorism/Force Protection Program). In 24 October 2000, SSFM received an excellent performance rating for structural engineering services from NAVFAC Pacific.



Interstate Route H-3 Project Oahu, Hawaii

2000 Globe Award Competition for Environmental Excellence Award Winner presented to SSFM by the American Road & Transportation Builders Association-Transportation Development Foundation.

PERFORMANCE & RECOGNITION AWARDS



Trellis Towers Condominium Lorong 1 Toa Payoh Singapore

National Finalist in the 2000 Engineering Excellence Awards Competition from the American Consulting Engineers Council and Engineering Excellence Honor Award from the Consulting Engineers Council of Hawaii. This project also received the Best Buildable Design Award 2001 (highest ranking) from the Building and Construction Authority (Singapore) in their Construction Quality Assessment System, 2001.



Sheraton Maui Hotel (Remodeled/Addition Building Award Category) Kaanapali, Maui, Hawaii

SSFM was the Structural Engineer and Special Inspector for this \$90 million hotel project under contract to Wimberly Allison Tong & Goo. Recipient of Hawaiian Cement's 1998 Concrete Achievement Award for Engineering Excellence Using Concrete and Concrete Products.



Po'o Po'o Bridge Replacement Project Federal Aid Project #BR-0900(40) Island of Maui

September 1998 Letter of commendation from the County of Maui, Department of Public works and Waste Management Engineering Division, for an "outstanding job" as construction manager for this federal aid bridge replacement project.



Addition to Parking Structure, Kapiolani Medical Center at Pali Momi Honolulu, Hawaii

SSFM was the Structural Engineer Consultant to Architects Hawaii Ltd. for this parking structure addition. Recipient of the 1998 Engineering Excellence Award from the Consulting Engineers Council of Hawaii.



FY97 BRAC Project P-268T Aircraft Apron and FY96 BRAC Project P-269T Modify Aircraft Wash and Rinse Facilities Marine Corps Base Hawaii, Kaneohe Bay, Hawaii

In November 1997, SSFM was presented with a Certificate of Appreciation from the Department of the Navy, Pacific Division, Naval Facilities Engineering Command in recognition of outstanding project management and responsiveness in the preparation of the

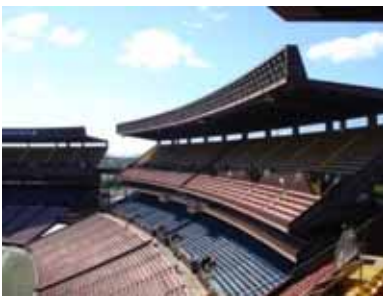
PERFORMANCE & RECOGNITION AWARDS

accelerated design schedule, flexibility and design/engineering services reflecting the highest level of professionalism.



FY94 MCON Project P-393P, EOD Operations Facility Naval Station, Guam

In November 1997, SSFM was presented with a Certificate of Appreciation from the Department of the Navy, Pacific Division, Naval Facilities Engineering Command in recognition of outstanding design package for complex project provided within budget, ahead of schedule and exceeding customer expectations.



Corrosion Investigations, Mitigation and Repair Work at the Aloha Stadium Honolulu, Hawaii

SSFM was the Prime Consultant for this corrosion mitigation and repair project for the Aloha Stadium. Recipient of the 1996 Engineering Excellence Award from the Consulting Engineers Council.



U.S. Army Reserve Center Project, Fort Shafter (New Public Building Award Category) Honolulu, Hawaii

SSFM was the Structural Engineer for this new Army Reserve Center project under contract to Luersen Lowery Tsushima & Associates. SSFM received Hawaiian Cement's 1994 Concrete Achievement Award for excellence in concrete design and construction for this project.



Kaneohe Marine Corps Air Station Wastewater Treatment Plant Renovation Kaneohe, Hawaii

In February 1992, a Certificate of Appreciation from the Department of the Navy, Pacific Division, Naval Facilities Engineering Command awarded to SSFM's wholly owned subsidiary, Smith Young & Associates, Inc., for "outstanding plans, specifications, cooperation and response provided during Design and Construction" to meet a critical schedule for the wastewater treatment plant project.

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Mitchell D. Roth
Mayor

Lee E. Lord
Managing Director

West Hawai'i Office
74-5044 Ane Keohokulani Hwy
Kailua-Kona, Hawai'i 96740
Phone (808) 323-4770
Fax (808) 327-3563



County of Hawai'i
PLANNING DEPARTMENT

Zendo Kern
Director

East Hawai'i Office
101 Puuhii Street, Suite 3
Hilo, Hawai'i 96720
Phone (808) 961-8288
Fax (808) 961-8742

April 22, 2021

Mr. Michael Matsumoto, President & CEO
SSFM International Inc.
501 Sumner St., Suite 620
Honolulu, HI 96817

Aloha Mr. Matsumoto,

It is with great pleasure that I write to thank you and the SSFM team for the great work you have done for Hawai'i County and in partnership with the County Planning Department. As you know, we have contracted with SSFM on numerous projects and most recently included: Downtown Hilo Multimodal Master Plan - 2018; Complete Streets Manual - 2020; and Vision Zero Action Plan - 2020.

Complete Streets, led by Melissa May of your staff, was a particularly large and complex planning project. Ms. May was an excellent project manager delivering the final product of exactly what we needed, on time and within budget. This project included significant outreach, plus the need to traverse challenging conversations and collaborate with various departments that were not always on the same page.

Vision Zero Action Plan was a grassroots effort started with our community. The project needed further assistance in synthesizing a wide array of data and safety needs across our county. Ms. May and her team were able to synthesize the available data and aid the County and stakeholders in creating an action plan that was minimal, Ms. May identified where SSFM could best support the project to deliver a final action plan that met community needs and was adopted.

We highly recommend SSFM for planning and engineering projects, and to cross on various projects as we and other County agencies plan for the future. Should you have any questions, please contact me directly at 808-961-4770 or april.surprenant@hawaiicounty.gov.

Sincerely,

April J. Surprenant
Planning Manager

www.planning.hawaiicounty.gov

Hawai'i County is an Equal Opportunity Provider and Employer



**Maui Metropolitan
Planning Organization**

200 South High Street
Wailuku, HI 96783
www.mauimpo.org

January 24, 2022

Michael Y. Packard
Complete Streets Program Administrator
SSFM International, Inc.
501 Sumner Street, Suite 602
Honolulu, Hawaii 96817

SUBJECT: Commendation for Papa Avenue Quick Build Street Art Project

Dear Michael,

Maui Metropolitan Planning Organization (MPO) commends you and the SSFM International team for creating a successful Quick Build project on Papa Avenue in Kahului, Maui. From initial project scoping to design and public engagement, your team delivered a high-quality street art project that improved safety for people walking and biking in the neighborhood.

With the support of State of Hawai'i Department of Health funds, SSFM led the Quick Build project team that included Maui MPO, County of Maui, and Hawai'i Public Health Institute's Healthy Eating + Active Living (HEAL) Coalition. Their prior experience developing the Papa Avenue Complete Street Feasibility Study and other Quick Build projects statewide brought sound technical competence to the scoping and design of the street improvements. Curb bulb outs reduced crossing distance for pedestrians, buffered bike lanes improved bicyclist safety, and back in angled parking increased visibility for drivers.

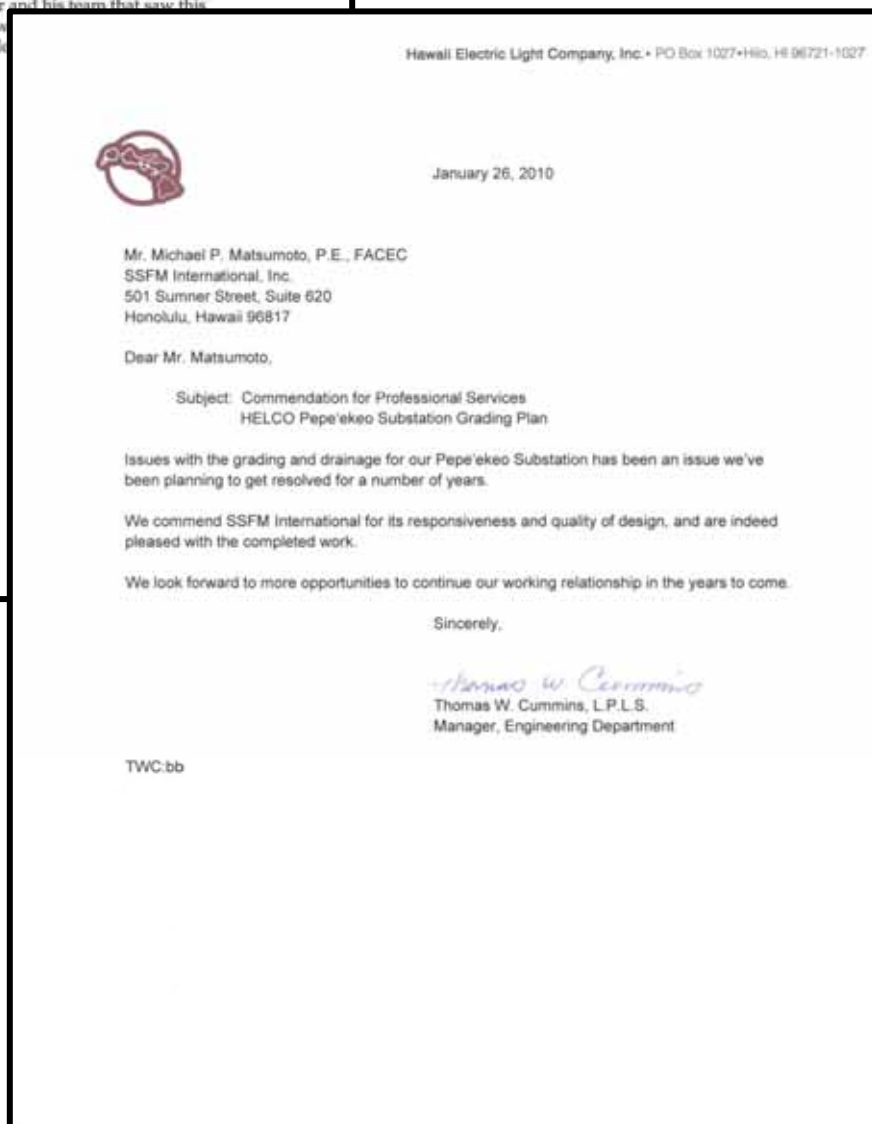
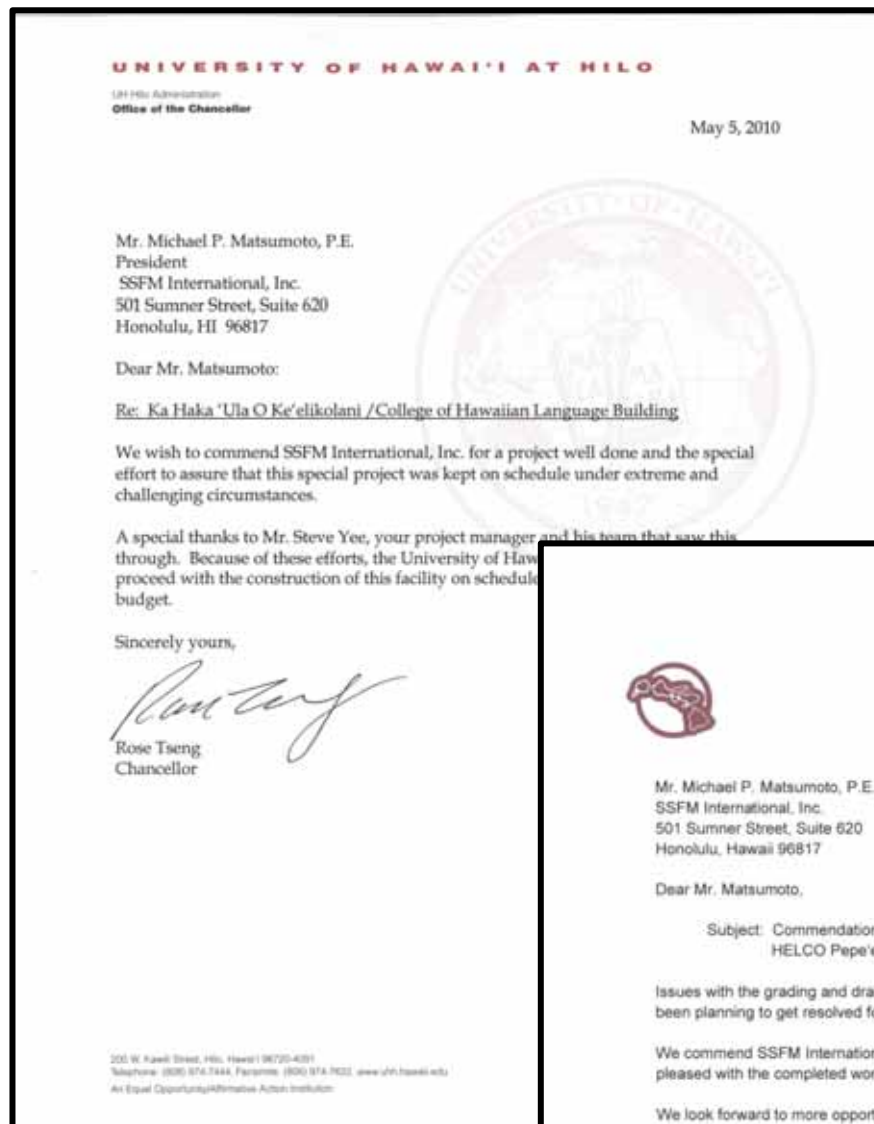
Public engagement was a major component of the project's success. SSFM designed, disseminated and compiled online surveys and organized meetings with Lihikai School representatives. SSFM also coordinated with artist Matthew Agcoliccol to ensure that locally relevant themes and imagery were included in the project. The street art was inspired by the area's cultural diversity, plantation history and the Lihikai Surfers.

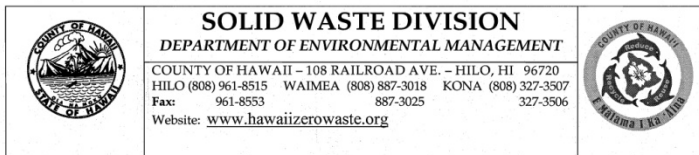
SSFM organized volunteers from Lihikai School and the surrounding community to help paint the street mural. The school and neighbors loved how the artwork turned out and appreciated being involved in the process. SSFM provided responses to concerns about changes in traffic flows during school pick up and drop off times. They also provided the County and MPO with guidance about evaluating the project with vehicle speeds and bicyclist and pedestrian counts.

Due to the project's success, there is continued interest on Maui for more Quick Build projects and Complete Streets. Mahalo to SSFM for helping carry out this exciting Quick Build project on Maui.

Sincerely,

Lauren Armstrong, Executive Director





Michael P. Matsumoto, PE, FACEC
SSFM International, Inc.
501 Sumner Street, Suite 620
Honolulu, HI 96817

Subject: Commendation for Professional Services
East Hawaii Regional Sort Station Construction Management

Dear Mr. Matsumoto,

On behalf of the Solid Waste Division of the County of Hawai'i Department of Environmental Management I would like to express my appreciation for the high level of professional Construction Management services provided by Bill DeMent of SSFM International, Inc. The responsive changes involved in the progress and completion of the project were a testament to the level of professionalism. The responsive quality of service and attention to detail were a success. We look forward to further opportunities to work together.

Best Regards,


Terin Gloor, PE

Hawai'i County is an equal opportunity provider.

LINDA LINGLE
GOVERNOR



STATE OF HAWAII
DEPARTMENT OF TRANSPORTATION
HIGHWAYS DIVISION

HAWAII DISTRICT
50 MAKAAALA STREET
HILO, HAWAII 96720
TELEPHONE: (808) 933-8866 • FAX: (808) 933-8869

January 25, 2010

BRENNON T. MORIOKA
DIRECTOR

Deputy Directors
MICHAEL D. FORMBY
FRANCIS PAUL KEENO
BRIAN H. SEKIGUCHI
JIRO A. SUMADA

IN REPLY REFER TO:

Michael P. Matsumoto, PE, FACEC
SSFM International, Inc.
501 Sumner Street, Suite 620
Honolulu, HI 96817

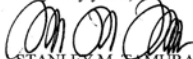
Dear Mr. Matsumoto:

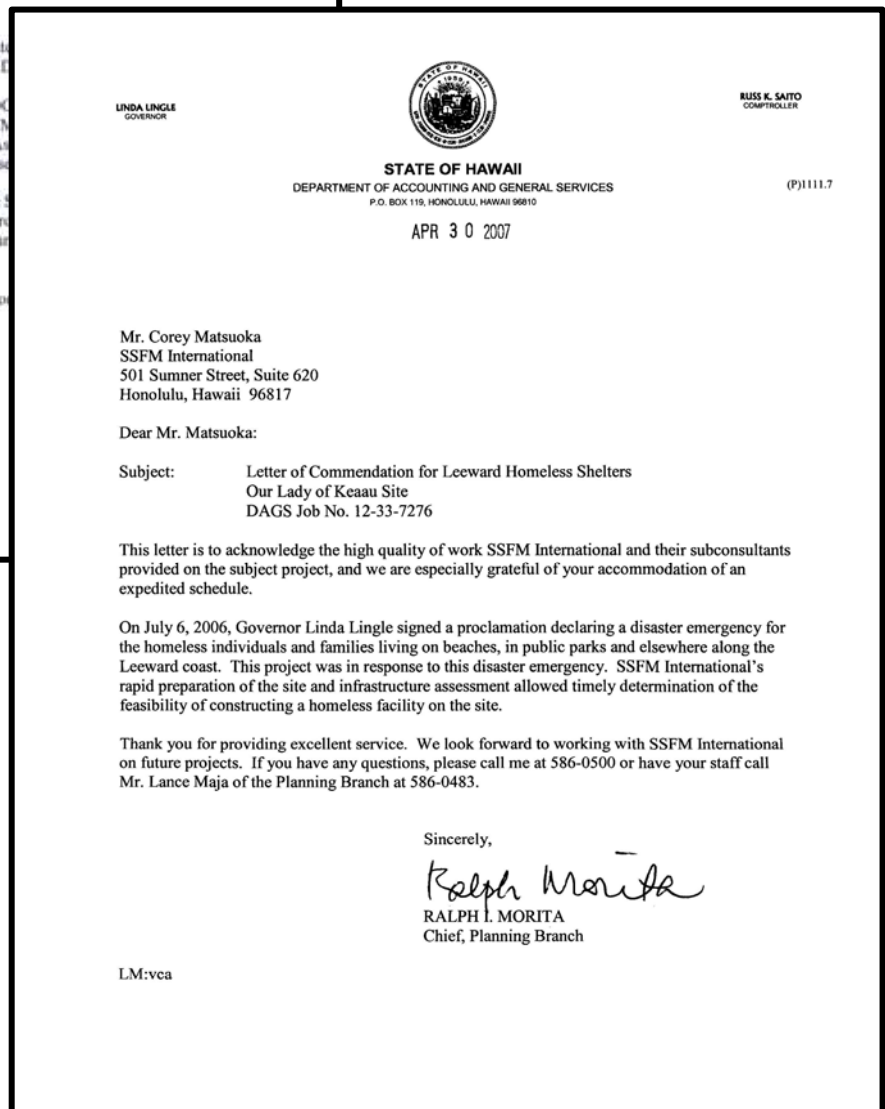
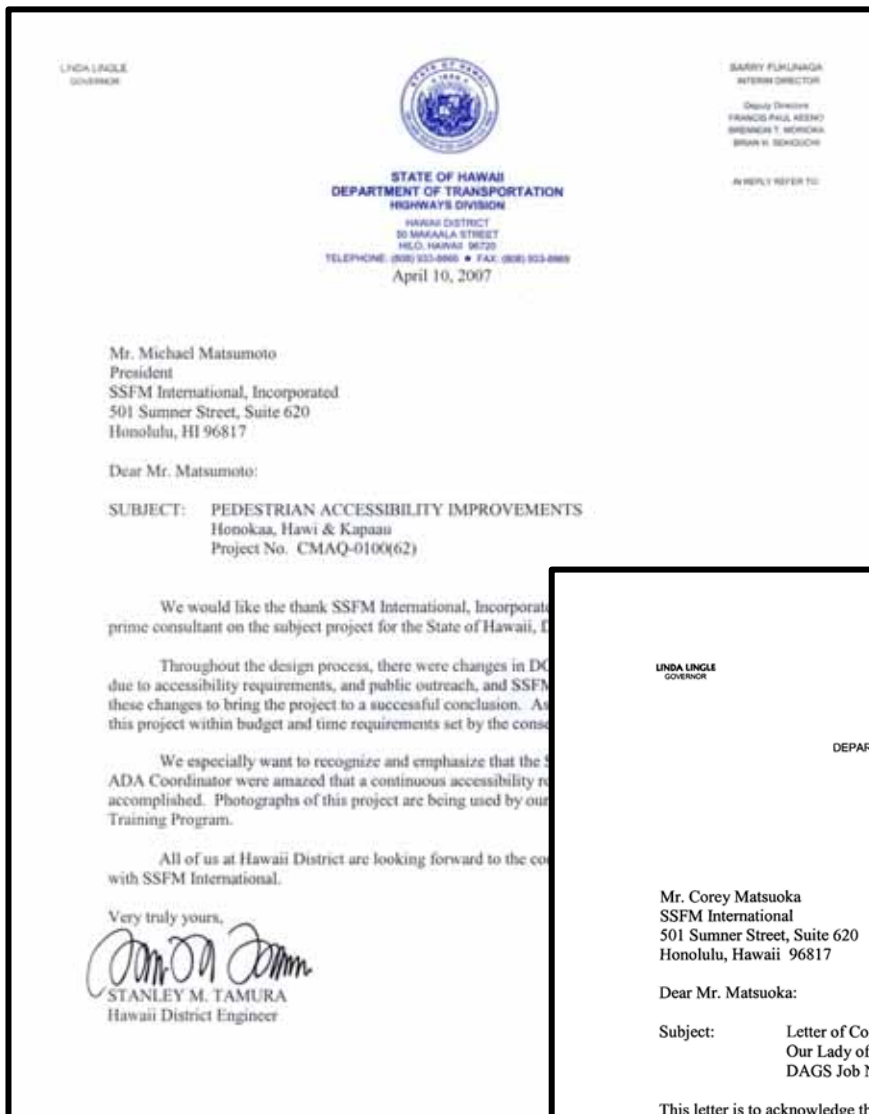
SUBJECT: Commendation for Professional Services
Emergency Earthquake Rockfall Repairs
Federal-Aid Project No. ER-15(19)

This is to express Hawai'i District's appreciation for the professional support received from SSFM International, Inc. on the above-referenced project. The responsive and high quality project management and professional engineering design services provided were essential for on-time delivery of an extremely fast-tracked project.

We look forward to continuing our working relationship in the years to come. Mahalo.

Very truly yours,


STANLEY M. TAMURA
Hawaii District Engineer



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